

Sales Management



The World at Your Finger Tips



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This booklet is a veritable gold mine of information for developing markets and increasing sales. It illustrates plans which have proved successful in many kinds of business—both large and small.

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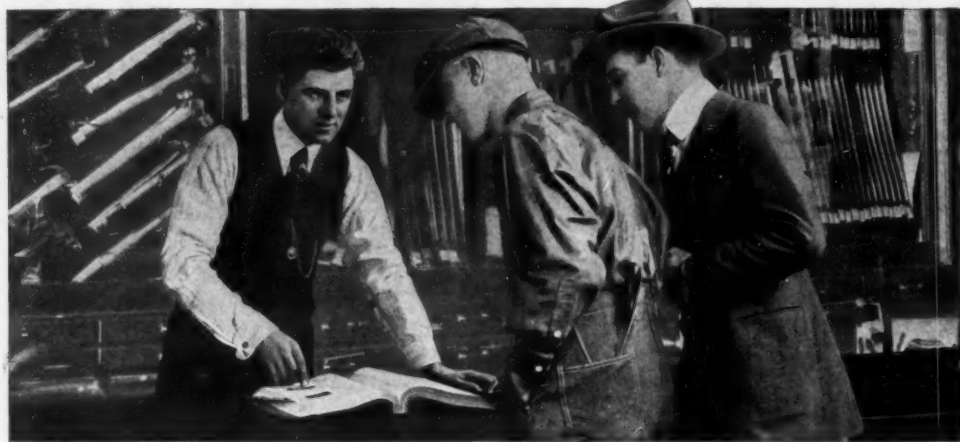
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RAND McNALLY & COMPANY
Map Headquarters

536 S. CLARK ST., CHICAGO

42 E. 22ND ST., NEW YORK

March, 1921



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The change from bound to loose-leaf method was made only after careful comparisons of costs had been made between the two methods, over a definite period of time.

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 it is much the largest farm paper in the world*



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 what they will do to help you move
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 it to The Farm Journal, Philadelphia.

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| Ajax Tires | K. Stump Puller |
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The Farm Journal

CHICAGO PHILADELPHIA NEW YORK

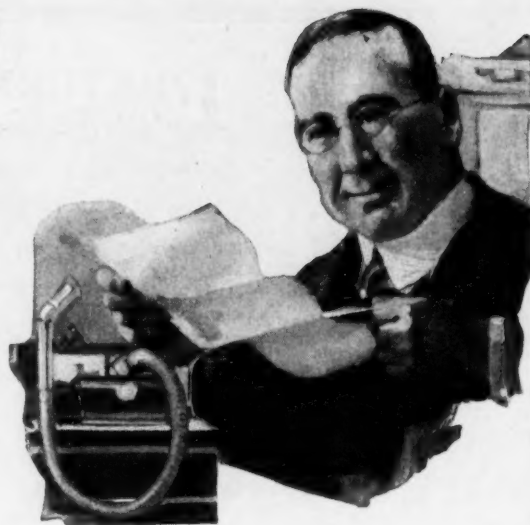
*Sells Most Goods Because
 Read by Most Farmers*

Another of The Farm Journal's Advertisements to Retail Merchants

Published and Copyrighted 1921, by the Dartnell Corporation, 1801 Leland Ave., Chicago, Ill. Subscription price \$3.00 a year in advance.
 Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

THE MAN: E. J. Delfraisse, of the Q R S Music Company, says:

"The Dictaphone is a blessing. Its loss would be a calamity. For ten years it has been an indispensable part of our organization, growing in favor and number. Thirty Dictaphones in our Chicago and New York offices add hours to our days in service and years to our lives in comfort."



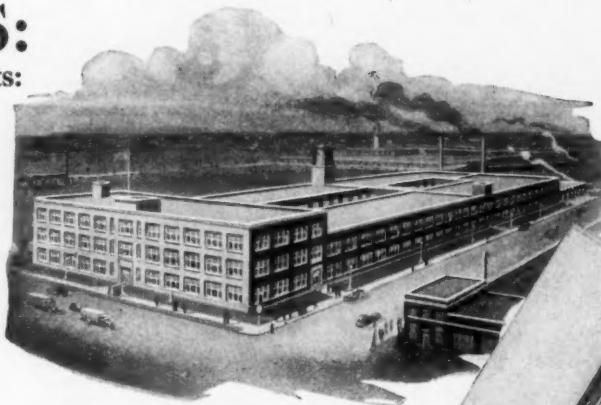
THE GIRL: Miss Adele L. Kane, of the Q R S Music Company, says:

"No more last-minute rush for me. I get a good part of the letters written while the boss is still dictating. That's easier, and there's less possibility of errors than when transcribing is crowded into the late afternoon. I like The Dictaphone."

THE BUSINESS:

The Q R S Music Company reports:

That in their business as the world's largest manufacturer of music rolls they use thirty Dictaphones in various departments. They have found The Dictaphone invaluable for general correspondence and inter-office communication. Letter production has been speeded up and cost reduced.



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Send for this booklet: "The Man at the Desk," which tells about many other business and professional people and their experiences with The Dictaphone, how it has helped them to success. For girls there is a special magazine, "9 to 5"—for and about ambitious girls who have made their way rapidly through the help of The Dictaphone. Complimentary copies of either booklet sent on request. Use the coupon.

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THE DICTAPHONE
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☐ "9 to 5." } Booklet
Desired.

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Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volumes: No more copies of Volume I in bound form are available. Orders are now being filled for Volume II. Nearly 600 pages; bound in heavy buckram, lettered in gold. Edition limited to 100 copies. Price, \$6.00.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$75.00 per insertion. Two-thirds page (across two columns), \$50.00; half page special island position, \$50.00; half page across columns, \$40.00; third page, one column, \$28.00; \$3.50 a column inch. Classified advertisements, 25c per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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Sales Management

A MONTHLY JOURNAL
In the Interest of Better Marketing

Volume Three

Established 1918

Number Six

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FIREPROOF
EUROPEAN
CABLE "BELVEDERE"

**HOTEL
BELVEDERE**
CHARLES AT CHASE STREETS
BALTIMORE, MARYLAND

January 31, 1921.

Mr. J. Mitchel Thorsen, Publisher,
Cosmopolitan Magazine,
119 W. 40th St.,
New York City.

Dear Sir:

In going over our report of the business done at our news stand in Hotel Belvedere for the year 1920, we find that the Cosmopolitan Magazine is at the top of the list in number sold.

We feel that you would be pleased to know of this fact as our clientele is of the highest class, made up largely of people from all parts of the world, therefore, people who travel and who must know the best of everything and demand the best. We feel that from the fact that our sales show that the majority of our guests selected the Cosmopolitan Magazine that it is a stamp of approval and that you would be pleased to have this information.

We sincerely trust that the year 1921 may show as good results for your Magazine as in the past year.

We beg to remain,

yours very truly

J. H. Patton
MANAGER
HOTEL BELVEDERE

JFL:G

Nearly
Everybody
Worth While
Reads
Cosmopolitan

Sales Management

The Dartnell Monthly Magazine

Volume Three

Chicago, March, 1921

Number Six

What I Learned Building a \$5,000,000 Business

By J. L. Kraft

President, J. L. Kraft & Brothers Company (Elkhorn Cheese) Chicago

NOT so many years ago Charles H. Slack had the finest grocery store in Chicago. To have your goods on sale in this store was considered a mark of distinction in those days. I was anxious to put my cheese in his stock, and with that idea in mind I climbed the steps up to his office. He paid no attention to me while I was opening up my samples of small package cheese. After I had them opened and spread out he took one look and said, "Get the — out of here", and with that practically pushed me out of his office.

From then on I didn't care whether he ever sold my product or not, and I never went near him again but once. This time it was at his invitation. When I arrived in his office the second time he told me he remembered my first visit and said he wished to apologize. I let him apologize profusely, and after he finished he told me he wanted to buy my cheese direct from me, as he had been selling it some time and had been buying it through a local wholesale house. This time I told him to go to that warm climate so often spoken of in heated conversation, at the same time advising him that if he wanted to sell my cheese he would have to continue buying it through the jobbers.

Packers Helped Sell Jobbers

This little incident is mentioned to show the antagonism that existed against new ideas in business a few years ago. No one wanted to change the method of selling cheese, even though the old method was wasteful, uncertain of profits, and unsanitary. As a whole the retailers took to the idea more than the wholesalers. Although we have never lost a jobbing account that we wanted to retain, it has been a slow job to build up a distribution among the wholesale grocers.

The greatest help in building up a jobber distribution were the packers. When we began to go after the wholesale business the packers were beginning to take the cheese business away from the jobbers, and we used this fact

as a lever to start the jobber working for us. We never sold the packers except for export trade, and we could go to the wholesale grocer and offer to help put him back in the cheese business and to regain for him the business that he had lost.

Before we had a sales force we would send out samples of our package cheese to grocers and solicit their orders direct by mail. Now when a salesman says that he cannot sell a good sized introductory order I always remember an incident that proved to me the necessity of selling a real order if the grocer's help is to be counted on. A grocer named Ed Plath in Davenport, Iowa, received one of our early circulars advertising English Dairy Cheese. He ordered "fifty boxes". We shipped him fifty boxes of cheese each containing a dozen packages. He had intended to order only fifty packages, but had misunderstood our terms so that his order actually called for 600 packages instead of fifty. The order was shipped and we heard nothing from him for a couple of weeks. We wrote and asked for our money. His answer was that he had intended to ship the whole lot of cheese back to us as we had sent him twelve times the amount he had ordered. But as he said "the stuff is selling so well that I am going to keep the whole lot and pay for it."

Salesmen Could Sell More

That incident has stuck in my mind for several reasons. It showed me the fallacy of going into a store and asking a merchant to put in a trial order of one box. To do so you brand your product as a doubtful seller from the start. It is not enough to interest the merchant, and when the goods arrive they are not apt to be displayed at all. That grocer in Davenport is a customer to this day, but had it not been for the error he probably would still be ordering a box or so at a time, instead of dozens of boxes.

The very nature of our business prevents us from overloading a buyer, but I feel that many good customers have

been limited simply by not selling them enough to interest them in the possible profits. I believe many food products manufacturers could profitably insist that their salesmen sell larger introductory orders.

I did not have such success with all grocers as I had with this fellow in Davenport. My original idea of selling cheese in quarter pound packages was not received with open arms. Had it not been for the experience I had had in the grocery business I might not have been able to keep the business going, because there was times when it looked as if it would be impossible to put it over—especially when everyone said it couldn't be done. We had to convert the public to pay about four times the usual price for cheese, because our cheese was packed in small packages, wrapped in tinfoil and sold from wagons when we first started in business. Deliveries were made weekly, and oftener if the grocer sold enough to warrant it.

They Kicked About the Price

The public was easier to convert than the "trade". The wholesalers and grocers were sure no one could sell cheese at our prices.

When I came to Chicago in 1904 to start in the cheese business I had already started a small package cheese factory in Buffalo, New York. The first factory I started has since become very successful. It was in a small grocery store in Ft. Erie, Canada, that I first got the idea of putting cheese in small, individual packages. Working in this store I noticed that the cracker barrel and the cheese box were close together. The farmers coming in to trade their produce for groceries usually made their lunch of cheese and crackers at the expense of the grocer. But I noticed that they never opened a can of corn or tomatoes—about the only thing in packages then. So I thought that if cheese were in packages we might break up this "free lunch" business and assure the grocer a profit on the cheese business. There was an awful waste in cutting cheese. A

grocery boy's salary was not raised until he could guess the amount of cheese the customer called for without cutting a lot of waste.

My first place of business in Chicago was my rooming house, where my stock was carried either in the basement or in my wagon from which I peddled from store to store. The first year was discouraging. One week I remember I had a very small business. I had hardly paid expenses. All week I banked on making up for the small business on Friday when I would work the route out in Austin, a western suburb of Chicago. This was always my best route. But Friday night I had taken in just exactly \$12.65, instead of \$100 to \$125 as I had anticipated.

Instances like this kept me in debt. At the end of my first year my largest creditor insisted that I have my life insured in his name for \$3000 as he figured that I would not live long enough to get out of debt to him.

After I had outgrown several small rooms, I realized my ambition to have a place of business on South Water Street the wholesale and produce center of Chicago. I rented a part of the ground floor and the basement of a building from a man named Thompson who was a broker. I have him to thank for giving me the idea of selling by mail.

Our "First Campaign"

One day I saw him mailing out quotations to grocers outside Chicago. Although I had by this time built up a fairly profitable business in Chicago I had never tried to sell elsewhere. I decided to try mailing out quotations on cheese. I had a small circular printed and headed it "What We Say We Do, We Do Do." This first "campaign" brought in one order from Fred Reddecker of Arlington Heights, Illinois. He became a regular customer for one case of cheese a week. Last summer I drove out to his store, and just the minute I told him who I was, he said "What We Say We Do, We Do Do", having remembered the heading on that little circular all these years.

Before we hired any salesmen we sent out samples of cheese and had started quite a business in certain parts of the country. From my experience I have found that the best results can be obtained only from men—either grocers or salesmen—who are fond of the product they are selling. Any salesman who likes the goods he is selling is apt to make good. If they mean little to him, he is sure to be a failure most every time.

This was proven to me by one of our best men who was my first salesman for cheese in tins. He had been a picture frame salesman, and one day he bought a package of my cheese, and some crackers simply because he couldn't get to a hotel for lunch. He liked it so well that he determined to work for me. He came into my office before the holidays in 1912. I did everything I could to discourage him. But he was not the kind to be discouraged. I told him that it was too near Christmas to sell cheese, and that the grocers wouldn't buy at that time. I also told him that all the

men were off the road. But he was so enthusiastic about my cheese that he offered to pay his fare and expenses if I would let him go up to St. Paul and start in. He would work on a commission and ask for no advances. This was so unusual that I let him start out. He did business from the very first day, and when I wrote and told him to come in for the holidays he wrote back that he was too busy selling cheese to stop. He is manager of the Kansas City branch now.

By 1908 we had begun to get a fair amount of co-operation from the jobber and through making capital of the fact that the packers were taking the cheese away from them, we managed to interest more and more jobbers right along. Many firms expect the jobbers to do too much. We have always tried to make our proposition interesting to them, and make it worth while for their men to sell our line.

Brokers Don't Get Enthusiastic

Our experience with brokers has been rather discouraging although there have been instances of brokers who really got out and pushed our line. While they were handling our accounts we had men calling on them and helping them call on the retailers, and jobbers, but with this help they were never able to give us the distribution we felt we should have. They get only the business that comes easy, yet wonder why they lose accounts. The trouble is they have so many accounts that none of the various products mean anything to them. A man simply has to be wrapped up in a product to sell it properly.

In company with three other food products manufacturers we started out in 1914 to eliminate the broker, yet at the same time divide selling expenses among four lines. A preserve house, a macaroni manufacturer, a pancake flour mill and ourselves organized a selling corporation, with headquarters in Philadelphia. The selling company hired the salesmen, financed them, furnished their offices, and managed the sales. This plan was way ahead of selling through brokers, although it was not entirely satisfactory to us. Here again we have the same trouble of not being able to fire the salesmen with enthusiasm. How can a man literally fall in love with four different lines? The grocer gives the salesman an order for one product, and when the salesman opens up another line the grocer is peevish, thinking that one order is enough for one trip.

For the manufacturer with a small line, this pooling of sales forces is a good idea, but with our acquisition of the MacLaren Imperial Cheese interests of Canada our line has become large enough to warrant us in putting out a large sales force of our own. We now cover the entire country. Our retail salesmen call only on the retailers. The territorial managers attend to the jobber, except in isolated instances.

We have extended the selling season on cheese. Formerly the grocer sold little, if any cheese in the summer. Today our summer business equals that of the winter. In this, as in other respects, we

have revolutionized the cheese business, by forgetting precedent, and striking out along new lines.

In 1910 we purchased the Perfection Cheese Company of Detroit. In 1913 we purchased the cheese business of the Beechnut Packing Company in New York, and since that time we have purchased a number of other factories, each time with the idea of opening up a new field, and adding to our line.

Our first advertising, other than small circulars, to the consumer was in 1911 when we conducted a campaign on the cards in the Chicago Elevated railways. In 1912 we went on the painted bulletins, and from the time these bulletins were first displayed we could feel the demand they were creating. The public responded rapidly to our outdoor advertising.

In 1913 we started a campaign in the Chicago newspapers, and later in 10 other cities. This advertising paid us well, and we know that it goes a long way in lining up the dealers as well as the public. It creates confidence in the dealer, and removes doubt from his mind when he sees your advertising running in his favorite newspaper. Our first venture in national mediums was in 1919 and it has been a great help in rounding out our national distribution.

Consuls Helped Foreign Business

We always dreamed of making a cheese that would keep indefinitely without refrigeration. Constant work on this idea enabled us to develop a process whereby we could sterilize cheese without impairing the flavor. By 1914 we had perfected this process and when we started selling cheese in tins it met with hearty approval and a wide sale was possible.

We now have eight varieties of cheese packed in tins which will keep indefinitely in any climate without refrigeration. During the war we sold six million pounds of cheese in tins to the government for use in the army.

As an experiment one day we mailed a few cans of cheese to United States consuls in all parts of the world. They liked it so much they found representatives for us in almost every recognized country. Today we are well represented all over the world as a result of mailing a few tins of cheese to Uncle Sam's representatives in foreign countries. Our selling plans have always been simple, and direct: we have never gone in for involved, complicated schemes of distribution.

During the past six months we have developed the biggest idea for increasing the sale of cheese. Formerly our sales talk has been confined to package cheese against bulk cheese. Our latest laboratory process enables us to take ordinary cheese from several factories and blend it together insuring uniform flavor at all times. Careful analysis determines the amount of moisture and butter fat content in a batch of cheese. We are then able to pasteurize it and reform it into a loaf which will be the same in flavor, quality and ripeness all year round, even though it comes from several different factories.

(Continued on Page 323)

When the Sale Runs Into Big Figures

A Letter Story by Robert E. Ramsay

Advertising Manager, American Writing Paper Co., Holyoke, Mass., Formerly Editor, "Advertising and Selling"

Here is an account of how The William B. Pierce Company, selling a boiler tube cleaner, with a mailing list of 1,007 names and by five well planned sales letters enabled their salesmen to close \$8,565 worth of business that otherwise they might never have secured. It is an excellent illustration of letters that really help the salesmen, instead of competing with them as is too often the case.

IN Winston Churchill's famous novel, "Coniston", there is a character known as Jethro Bass. In fact Bass is the central character of the book. I recall he had one underlying principle upon which all his success as a politician was based: "Let the other fellow open up the subject."

It was Jethro's philosophy that if his opponent had to open up the subject he was placed at a disadvantage. While Jethro maintained silence there was no opportunity for his opponent to size up his knowledge on the subject under discussion, or in any other way take advantage of Bass.

That same principle underlies a great deal of modern business, especially in the field of selling where the individual order is rather large and the thing sold is more of service than it is a tangible piece of merchandise.

A great deal of modern day selling and advertising is for the sole purpose of diplomatically leading "the other fellow" to "open up the subject."

"Get the prospect to talking" is the way one prominent sales manager sizes up the situation.

"Get them at the wheel, then they are half sold", is the way the successful merchandiser of automobiles puts it.

"Get your prospect to handle the product," has long been drilled into salesmen and women.

When it comes to getting the prospect to figuratively open up the subject, by mail, we feel that the parallel to diplomacy is very close. You know the dictionary gives as one of the meanings to the word "diplomacy" this: "Tact, or skill, in conducting any affair."

And it is tact or skill in handling the affair that will be needed sooner or later—some say not very far in the future—in American business when the buyer's market is once more an accomplished fact.

There are on the market now a lot of products which have enjoyed a sale during the war period and post-war time which may need to be sold once normal

conditions return. More than that there will be competition from abroad, undoubtedly, on many products.

The wise sales manager will size up the situation and find out what is the best method of diplomacy paving the way for the sale of his product. Sometimes the sale can be completed by mail, witness the success of the famous mail-order houses. At other times it will be necessary to put on a crew of missionary or junior salesmen (the terms are not synonymous but carelessly used as if they were) and make an office-to-office, or factory-to-factory, or house-to-house canvass.

The type of real salesmen, men who can convert a man to ordering something he needs but the need of which he had not before appreciated, will be more valuable in the months to come than in the period past, because salesmen are out of practice, many have gone into other lines of work during the war and post-war period, some have become farmers, for example, some are executives in

Gentlemen:

The analysis showed 6.4% CO₂—a dead loss of 28% in coal consumption. (It's a first-class plant, too!)

And they were almighty skeptical when we told them we could raise that CO₂ to an average of 10%—and thereby cut the fuel loss by 10%.

But they were willing to be shown, because they realized that if we succeeded, it meant a clear, clean saving of \$9.00 a day in their coal bill!

The contract called for results within 14 days, we to show an average of 10% CO₂ for a continuous run of 24 hours—OTHERWISE WE LOST OUR FEE!

On the fourteenth day the Executive Committee looked over the work, examined the charts, quizzed the engineer and firemen—

AND EXPRESSED THEIR COMPLETE SATISFACTION!

Then, and then only, did they pass our bill for payment—which was in accordance with our usual terms.

So, here is a plant that is now saving over \$3000 a year that previously went up the stack as unused heat!

Our services and equipment cost them exactly \$698.00. It will pay for itself within 78 days. The yearly return on the investment will be over 400%.

400% isn't a bad return on any investment—even war stocks!

What about your own plant? Possibly we could show similar results there.

We're willing to try on a GUARANTEE basis that if we don't produce, you don't pay.

Will you make the next logical move, please?

THE WILLIAM B. PIERCE CO.

Gentlemen:

A one-boiler plant in Pennsylvania was burning too much coal.

The management was sure it could be cut down.

So were we—and GUARANTEED to cut it 10%.

The understanding was that if we succeeded, they were to pay us \$96.50; if not, they paid us nothing.

We showed them a 14% saving in 3 days! THEY PAID!

Each plant has its own peculiar conditions. We're never sure, therefore, as to just what results we can produce until we've made an exhaustive analysis of the entire boiler plant. Whether similar results could be secured for YOU, it is impossible to say—Now.

But, if you think there's the slightest room for improvement in your plant—no matter how small it may be—we shall be glad to put our time and money into showing you what can be accomplished.

AND YOU DON'T PAY IF WE DON'T SUCCEED!

Shall we explain?

Yours very truly,
THE WILLIAM B. PIERCE CO.

fields foreign to what they were in prior to the coming of the war.

Just size up the next six or seven salesmen who call on you. We are not getting the class of salesmanship, nor salesmen we did before the war. The service of these men has deteriorated with the mail, railroad, and telephone service. Disuse is as harmful in many ways as overwork.

A canvass of a large number of sales managers in many different lines of business shows that they are all striving to do something to get their sales force "back on its toes" as orders are more necessary now than they ever were before.

Some are bringing the salesmen into their plants and training them over again, others are putting traveling sales managers on the pay-roll whose duty it is to go around and revivify the salesmen in the field.

I know a case in the steel field, for example, where one of the former star salesmen in that line is today actually canvassing for a household appliance—an electric washer to be exact—in a small town where he formerly made his headquarters. The steel company does not need "Joe" today but the day will surely come when they do, and he will probably have become so successful locally by that time he cannot be induced to take up road work again.

"Joe's" case—and that literally happens to be his name—is not an isolated one, it is much more typical than the shallow thinkers would admit.

What is to be done then to help out those few salesmen who have kept up their skill, who are as skillful in landing an order today from the prospect who does not know he needs their product, as they were in 1910?

My canvass, referred to above, of the leading sales managers in several different fields leads me to believe that considerable of the diplomacy of the business of the period will have to be done by mail.

That is, salesmen will not pick up their new brief cases, or new demonstrating outfits, and start to comb the country from Calm Canada on the north to murky Mexico on the south, or from tuberland of Portland, Maine, to the roseland of Portland, Oregon—far from it—these shrewd salesmen, these diplomats of industry, will go only where the mails have produced a lesire for them to call.

Their diplomatic sales manager, taking another lesson from the war, will have combed out for these salesmen the prospects who have asked them to call.

"You can't sell a man who won't talk," how often you hear successful salesmen and sales managers say that. Unless the prospect in some way expresses himself the salesman is helpless.

But if you can get that prospect

to say "Please go ahead and show me what your device, or service, or whatever it is, will do," you have won a diplomatic victory.

And whether that diplomatic victory turns into a real sale, that depends upon the salesman, of course!

But you have saved the time of the salesman in leading that prospect up to that point.

Fine in theory, but does it work, is next in order.

It does.

Take the case of the William B. Pierce Company, manufacturers of a boiler tube cleaner at Buffalo, N. Y. It is interesting from several angles. First, of course, the seriousness of the coal situation aggravated by the transportation tangle. Second, because the boilers of this company have been running longer

Gentlemen:

With all its wonderfully automatic and complicated machinery, the most important factor in boiler plant operation is the HUMAN ELEMENT.

The boiler-room "consumes"—it never "produces." It is a fixed expense—a necessary evil. Therefore, the owner regards it wrathfully and passes its heavy bills with a scowl.

It burns, perhaps, thousands of tons of coal per year, costing 'steen thousand dollars.. That coal is placed in the hands of one or more firemen to do with it as they please—provided steam is kept up! The average fireman is a good fellow—a likeable chap, who eats and sleeps and goes to the "movies" much as anybody else—

BUT—on what ground is such a man—not technically trained, often even unskilled—entrusted with thousands of dollars and allowed to spend it about just as he pleases without question and without check?

The result of such policy, which is in vogue in over 95% of all the boiler plants in America, is an appalling waste of coal. Every year, millions of dollars' worth of perfectly good heat goes up the chimneys of the country unutilized. The average plant spends between 5% and 40% more than it ought to for coal.

The resources of the country cannot stand this strain much longer. The last five years have shown a heavy advance in the price of coal. The point has now been reached when plant owners must—for their own protection—look to the more economical operation of their plants.

The "human element" can be trained to work along the right lines. The firemen CAN be taught to fire correctly and how to regulate draft so as to generate the greatest possible heat from every pound of coal burned. The engineer CAN be instructed in scientific furnace control and be shown how to secure the best possible results from the staff under him.

Furthermore, YOU can know precisely what he is doing from day to day. You can have the exact records placed on your desk every morning, showing the results for the previous day.

If you are interested in lowering your boiler plant bills and in raising the capacity of your operating force, we shall be glad to present for consideration our SERVICE PLAN which is based upon a definite GUARANTEE to PROVE our contentions in your own plant before we ask you to spend a penny.

Why wait until the end of the month, or year, to learn that your coal bills are jumping? Why not put the same check on them that you put on your office and factory expenses?

We should like to help you solve this problem. Will you write us today for the details?

Yours very truly,

THE WILLIAM B. PIERCE CO.

without overhauling for the past few years, than ever before.

The Pierce Company wanted to save their salesmen's time, they wanted to diplomatically maneuver the prospect into the position of saying "Show me." They did not want to waste time canvassing if they could put the prospect in a half-sold position before their salesman ever left Buffalo.

To prove the possibilities of modern diplomacy as suggested, they took a test list of 1,000 names of large manufacturing plants in New York, Pennsylvania, Virginia and Ohio. All of these concerns were known to be operators of power plants, containing two or more boilers.

To this test list they mailed a series of five mail-diplomats each one of which had for its purpose getting the prospect to ask that the salesman (combustion engineer they call him) call.

Reproduced in connection with this article you will see some of the letters. The first letter was two full pages single spaced. The second a page and a half. The third nearly two pages, the fourth the same and the fifth a single page.

The letters did not leave Buffalo with an idea of selling the service, they were only to arouse interest and get the combustion engineers into the plant. The firm makes a guarantee that their device will make a certain amount of saving in coal or the client pays them nothing and they remove the apparatus.

Out of the total mailings they received thirty-seven direct inquiries. On an ordinary proposition you might take this as a small proportion, but when you consider the fact that the cost is going to be from \$1000 to nearly \$2,000, the returns were good. But wait for the details of what this amounted to. Out of the 37 inquiries, 17 of them made the request that the salesman (combustion engineer) call. Five others expressed great interest but suggested that the matter be held up until the early fall. One letter was sarcastic in suggesting the Pierce Company get a reputation, which it has—for good work. The other fourteen are all high-grade, potential prospects.

Out of these 17, to all of which were submitted written proposals, the Pierce Company received orders to proceed with the installation in ten cases and the grand total of cost for these ten was \$8,565.00.

The complete campaign of five letters, enclosures, etc., cost the company just \$191.25.

"Please understand," writes a company official, "that out of some of these cases others will develop. One of them, particularly, has already put us in touch with seven other manufacturers in the same line, accompanied by the highest (Continued on Page 320)

He Put a Handle on Ironing Wax

By J. George Frederick

President, "The Business Bourse;" Author; "Modern Sales Management"

Have you a little product in your line which needs a "pep" injection? It is barely possible that you can build salability into it just as some of the concerns mentioned in Mr. Frederick's article have done. His article won't tell you how to do it, but even if it only starts you thinking along these lines it will have accomplished its mission.

MOST of the specialty merchandise of merit which sells sluggishly—and there is a great deal—simply lacks the touch of imagination and deft merchandising to make it salable. People are human beings before they are buyers—and they respond to the skilled touch of those who know the keys and chords which go to the peoples' hearts and desires. It is merchandising folly to run counter to these keys and chords, and it is business fortune to be adept with them.

Those little cakes of laundry wax which once were sold to use on flatirons were very stupid. Mother used to burn her fingers applying them, or melt off too much—or not use it at all. Then—after many years—came along the man who attached the cake of wax to a wooden handle, and every mother and laundress wanted one, and was perfectly ready to pay a little premium to the man who provided it for her. A fortune on laundry wax! Yes, but not on the wax, but on the idea of selling it; the merchandise as made salable by an idea.

Far too often merchandise is in a lifeless rut; it has continued to be what it is either by long familiarity or by the crude conception of a man who may have been a good mechanic or artisan, but who had no idea of the public and its way of looking at things. Very likely he cared little, for the inventor or artisan type is usually so wrapped up in his own notions that it seems to him like sacrilege to make any change in his wonderful creations. He develops an egotism about his own ideas; he'll make a machine his own way because he believes it proves him a wonderful inventor. Most inventions, as a matter of fact, must go through a grilling process of elimination and change to make them salable.

Ideas That Change Whole Industries

The things that make merchandise more salable may be simplification, more attractive shape, novelty or individuality of appearance, cleverness, appealing ornamentation or actual or fancied improvement.

Such merchandising ideas have brought about, in some instances, complete changes in a market, and immensely broadened the fields for exploitation of various devices. The trend of modern times seems not to be toward the bringing forward of so many new and startling inventions which change whole industries in an instant, but rather toward the rejuvenation and perfection of articles already found worthy, but which

lack the touch of merchandising genius. Especially is this true with regard to things women use, since women are more susceptible to the appeal of the psychological rather than the mechanical.

For example, take the small everyday snap-fastener with which most articles of feminine adornment are plentifully sprinkled, to the glorification of the modiste and the discomfort of man. Such would hardly seem to be a fair field for exploitation, nor one where there was any wide opportunity for improvement of increase in convenience. The points of invisibility, comfort and smartness had been prettily well covered by the manufacturers of these useful little first aids to the well-turned-out, and there was apparently nothing left concerning them which had not already been tabulated and revealed.

A Fastener That Clicked Out Loud

One man, however, possibly due to his wife's fears on sundry occasions that he had not accomplished his fastenings in a proper manner and that she was liable at any moment to find herself the leader of a new mode in ball-room garmenture, bethought himself of a slight change in the arrangement of the metal of the old time fastener. His idea was a fastener which on being closed actually snapped with a distinctly audible click. The old one was noiseless. This improvement was welcomed with open arms by the manufacturers, and by the women, with the result that hubby's unsupported word need no longer be taken when it is to the effect that the d— thing is finished at last.

While we are in the laundry it is also interesting to point to the enterprise of the man who was bright enough to "flake" laundry soap ready to use and sell it as a substitute for the old-time laundry soap. He sensed psychologically (and why is it always a man who sees these things?) that milady's penchant for silk nether and outer garments raised him an opportunity. So long as stiffly starched waists, linen dresses, linen undergarments and cotton hose were the rule rather than the exception, cake laundry soap and elbow grease were the only ingredients, other than water, necessary for the accomplishment of a good washing. But with the advent of the fruit of the silk worm's loom, however, it became rather laborious to properly launder these delicate fabrics.

Today the soap chips or flakes make it simple and easy and more aesthetic to wash the dainty things women love, and the old-established soap companies have

simply had to join the procession. The new flakes are so popular that the laundresses are forsaking the old laundry soap almost altogether!

But we are not yet out of the laundry! Naptha Soap was a bright idea—it appealed years ago to the old-fashioned housewife who loved the cleanly smell of yellow soap redolent with naptha and believed it was a great help to her washing. But in these later years when women—even workingmen's wives—have come to value the looks of their hands, they have more and more shied from the use of yellow soap. Somehow yellow laundry soap has just automatically come to suggest rough hands; and it is lily-white hands they want nowadays—to be worthy of their much more prosperous and well-paid silk-shirted, mechanic husbands, no doubt!

When therefore another bright merchandiser put out a white naptha soap—presto! You had all the good of the naptha suggestion, but the conquering attractiveness of the white! Result: the yellow naptha soap makers went into a serious decline from which they are now struggling to rise.

The Man Who Put a Hump in Hair Pins

The man who put the hump in the hooks and eyes made a fortune, whose story has many times been told, but the man who put a hump in hair pins is not so well known. He was a brave man who dared suggest any improvement in that most formidable and all-purposed female tool, the hairpin; but as in their straight form they tended to fall out of the hair, this man conceived the idea of crooking them, or humping them. The result was a very grateful multitude of female buyers. The improvement cost little but it made his hairpins stand out from all competitors with a reason for existence; which is the very essence of brilliant merchandising.

We have also the firm which set out valiantly to compete with a famous brand of biscuits—admittedly a large order. But as everyone knows, square shaped crackers break and crumble awkwardly—so the rival concern creased its crackers in the middle of the mold, and made it breakable in half without waste and with much convenience. It was a telling bit of merchandising.

Speaking of competition, Henry Ford is an ever-ready source of fruitful comparison. Engineers at one time had Henry just about persuaded to put out a more expensive and many-cylindered car, but he turned about-face at the last moment and stuck to his old model at a

still lower price. He had hit it off correctly—people were more interested in a car that would run, and which was within their means to buy, than they were in anything else—and he prospered where others floundered. That was brilliant merchandising—although in Detroit they called it perversity.

For many years silk gloves were regarded as highly extravagant because of their short life at the finger tips. By reinforcing their weakest points Kayser lengthened the life of silk gloves to five or six times what it had formerly been and popularized what had theretofore been decidedly a luxury.

The package in which an article is packed, please note, is just as amenable to psychological improvement as the article itself.

10,000 Go Where Only 100 Went Before

The one-piece folding container box has marked a forward step in the saving of freight and labor charges which bids fair to bring about a revolution in the matter of enclosures for merchandise. For many years staple articles have been shipped in the well-known wood boxes or with hard cardboard boxes with lids coming down about an inch on the sides of the boxes. When empty they took up as much space as when filled and when shipped to a merchant who wished to use them, they quickly took up all the room in a freight car. Though not heavy, they were clumsy. Moreover, the break in the smooth side of the box, caused by the necessary overlap of the lid, took away from the value of any advertising matter which might be printed on the side. Furthermore, these boxes were expensive to make as the process called for a great deal of hand labor and inspection, and mucilage or paraffine was necessary to keep the corners and sides together.

Today these containers are made by a single process and 10,000 may be placed in the same space which accommodated only one hundred of the old variety.

A modification of this package has for instance brought about a revolution in the shipping of coffee and tea to the consumer. Until near the end of the war all wholesalers of tea and coffee packed their products in tin boxes, believing that this was the only means whereby the flavor and character of the contents could be preserved. During the war however, the government placed restrictions on the use of tin and it became necessary for them to find some substitute which would keep these beverages from depreciating as a result of climatic changes. A solution of their difficulty was found in the cardboard box, sealed with paraffine or wax, the contents also wrapped in waxed paper. Today practically all coffee and almost all tea companies use this form of packing instead of the old tin or tin foil. By so doing they also effected a considerable saving in the original cost of the container. One merchant conducted a series of tests of the quality of his teas after six months packing, one lot in a tin box and the other in cardboard. The opinion of an expert was that the latter was far the better.

Of less utilitarian value, but of an equal worth in reducing discomfort and adding to the convenience of the user, has been the change wrought in the packing and handling of resin for violinists. Until a few years ago all violin resin came in the form of a thick solid wheel, which the violinist was obliged to take in his fingers and rub along the hair on his bow. By this means not only the bow, but his hands as well, were thoroughly resined and this, causing his fingers to stick to the strings, often-times interfered with his playing. Moreover, constantly rubbing the bow over one place in the resin soon wore through the piece and the remainder was useless, crumbling readily into small pieces and usually had to be thrown away.

Today violin resin is contained in an oblong wooden case about two inches long, which covers the resin on the three log sides. The violinist holds this without smearing his fingers and rubs his bow over it with the same motion he uses in playing. Furthermore, no resin is wasted as this container makes it all available. Though apparently trivial, this improvement has gone far toward bettering musical temperament and playing.

A Man's Talcum Powder for Men

While on the subject of the aesthetic it may be well to note the changes which a little judicious advertising and the injection of a little masculinity affected in the sales of talcum powder. Since time immemorial the man who stepped forth among his brethren with traces of powder on his cheeks has been regarded with suspicion and universally avoided. Not but what a certain touch was necessary after shaving to remove the highly polished look from the surface of the male countenance, but almost without exception talcum powders were made for female use and therefore had a whiteness which was foreign to the usually ruddy male complexion. As a rule therefore it was not difficult to detect the presence of this cosmetic and, due to the masculine prejudice against anything which will make them look at all effeminate, an excellent market was restricted.

More than that, the perfumes which almost all talcums contained were distinctly distasteful to the male proboscis when in such close proximity, which went only further to establish him in his prejudice.

Realizing these points, one manufacturer set out and obtained the everlasting thanks and support of the men. Eliminating the perfume feature entirely he has placed on the market a talcum powder advertised as exclusively for men, which is of a dark shade and which, unless used to great excess, is indistinguishable from its background. His sales since have more than justified his understanding of the reasons why men avoided powder.

So you see, women have no monopoly, after all, on the psychological idiosyncrasies of purchasing! Rather it is a completely human trait. Take even the stolid farmer in his furrow; until the Economy Board at Washington in war time got the plow manufacturers to cut

down their number of models, there were a considerable number of farmers who, through superstition, tradition or what-not, insisted on a plow that turned the furrow to the left instead of to the right!

Making merchandise salable has meant to a great many sales managers and salesmen that they have any number of models, colors, sizes, forms and varieties to suit whatever was the customer's whim. The Economy Board uncovered the most astounding situation in this respect in many industries and cut down models, types, sizes, etc., often 1000%. It is not brilliant merchandising to cater to the individual foibles of consumers; the brilliance of merchandising lies in so planning an article that it will be highly salable to the mass of people, and so that the article can be standardized and sold in great quantities while being manufactured on a declining ration of cost due to high-speed automatic quantity production. It is a tremendously worth while sales goal.

It Happens Every Day Characters:

Millionaire Executive, native of Kokomo, Indiana, looking for \$3,000 sales manager.

Sales Manager Applicant, from New York City, accustomed to a salary of \$15,000 a year, having been hanging around two weeks waiting for decision and trying to find out what the job paid.

Executive: We'll drive over to the cafeteria in my pleasure car.

Applicant: (who had been there eight times previously). Do you call this a pleasure car?

Ex.: Oh, yes.

Ap.: I suppose you mean when you get out of it.

Ex.: My wife is going to take a picture of it tomorrow.

Ap.: (disgustedly). I'll bet it will be a tintype.

Ex.: Every morning when I go to crank it, I find the radiator damp.

Ap.: Maybe there's considerable dew (dew) on it.

Ex.: (at lunch). Well, I've decided that our business is so different that I'll have to handle the job myself, in order to make it become successful, so you can return to the big village tonight.

The sales manager did, the executive did and the business did. Everybody happy.

If you have been bothered by small, insignificant firms pirating your trade names, your labels, trademarks, etc., relief can be had as was proven in the case of a large concern manufacturing Garcia cigars. A small factory in Wisconsin was putting out by hand a cigar of the same name. When suit was brought by the larger concern the small rival claimed that his output was so small that it would not interfere, and that he should not be considered a competitor worthy of restraint, but the court held that the size of the two firms had nothing to do with the ethics of the case. The smaller firm was restrained from using the name.



Push or Pull?

With intense competition ahead, this question assumes a new importance for every manufacturer

HOW far can manufacturers today rely on dealer "push" as a help in selling?

The average hardware store carries between 6,000 and 10,000 items. The corner druggist has 5,000 different articles; even the grocer must divide his selling efforts into over a thousand parts.

What chance has your product in all this? Grant that you sell the dealer—how much "push" can he in turn exert for you on his customers—the final consumers on whom your business is founded?

It is no longer a question of desire, nor even of profit to the dealer. No dealer can be a salesman for a thousand lines.

The dream of having all dealers "pushing" a product has been surpassed, in the case of the progressive manufacturer, by the reality of a hundred and five million people "pulling" his product off the dealers' shelves.

Indeed, some of the widest-selling commodities in America—articles stocked

wherever stores exist—are sold without a sales force of any kind. Consumers, led by the advertising, "pull" millions of dollars' worth of these commodities off the dealers' shelves each year.

On most articles such a *total* supplanting of "push" by "pull" can never be made possible. But the extent to which advertising, as a selling force, *can* be utilized is a study that vitally concerns every manufacturer.

Are you taking full advantage of the "pull" that can be exerted by 105,000,000 people?

The manufacturer who clings to the less efficient and more costly method of "push" with any part of his selling cost which could more profitably be spent in creating a *demand* for his product, deliberately handicaps himself in competition with the manufacturer who utilizes to the full the more efficient and less expensive method of "pull."

For many products that are now the "largest sellers" in their fields, the J. Walter Thompson Company has helped build volume by planning and preparing advertising campaigns that created consumer "pull."

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON CINCINNATI LONDON

How to Write Letters (Mex.) to Salesmen

By the Poor Devil who Has to Read Them

Ordinarily we are opposed to publishing sarcastic articles. The last one we ran kept us busy for three months explaining that it was sarcasm. But when this one was mailed in we thought we would take a chance, because it hits some nails on the head that need hitting. At least it will serve as a mirror so that we can see our letters as our salesmen see them.

FIRST, consider the opening paragraph. The big idea here is to get a salesman's interest aroused. So start right off with a snap and a bang. Give the salesmen confidence in you from the first line. It is always well to start off something like this "Ye Editor has asked me to give you boys out on the firing line the benefit of my knowledge of salesmanship. Just why one so experienced on this subject as ye editor should call on me I do not know—etc., etc." This is a good idea, because it shows the boys that the editor has solicited your efforts, and that you are not writing merely to see your name in print. It also gives them the idea that your writings are much sought after, and that great things are expected when you are induced to take your pen in hand, or unfold your Corona.

Now that you have snapped out a live opening paragraph full of originality and pep, their interest is well aroused and you must continue with other pepful stuff.

Some characteristics of the salesman himself should be born in mind. Always remember above all things that a salesman dotes on slang. Pass out great gobs of the latest slang, and he will fall and worship at your feet saying "Oh, Allah, here is one of my own kind—he who is of the annointed knights of the grip." For instance, if you have occasion to refer to the president of the firm always call him "the old man" or "his nibs", never refer to him as our president—this might lead him to believe that you are afraid of him and by calling him the old man they will know that you walk right in on his carpet, take a seat in the big chair, and put both feet on his desk, telling him just where to "head in at" whenever he attempts to call you down, or makes a suggestion you don't like.

A salesman never speaks of a train as such. To him it is always a "rattler" or "the old bone shaker". To say "catch a train" is to stamp yourself as a backwoodsman in his eyes.

Bear in mind that there are two classes of humanity that never grow up. A soldier and a salesman should always be called "boys". Even the old veterans

of the G. A. R. are still "the brave soldier boys". Anyhow it sounds so nice and clubby to start off your letter "To the Boys on the Firing Line". Even though they were with the firm when you were eating taffy apples on the way home from school they will appreciate your calling them "The boys on the firing line". Especially the members of the A. E. F. who like to be reminded of their happy days in the trenches, when you were probably doing valiant work as a four minute man, making speeches to wild applause in a nice warm theatre. Call them "boys" by all means, because every one else does, and if you don't they will think you are one of those very superior and proper persons, entirely too academic to talk to real salesmen.

A Sure Way to Make a Hit

Just at the present time is quite the style to remind the "boys" that they have not been on the job the past four years, and that they don't know what real selling effort actually is. "Anybody could get orders in the recent wild orgy of buying" is a good snappy phrase which is music to the ears of every salesman. He loves to feel that the house kept him on the pay roll because he was so good looking and that the orders would have come in by mail anyhow. Salesmen are modest, shy, bashful—even as a violet, and dearly love to hear you tell them that their big sales records were no credit to them the past four years, and that the same records have been run up by the office boy.

Every salesman likes to be reminded of the fact that he doesn't appreciate the

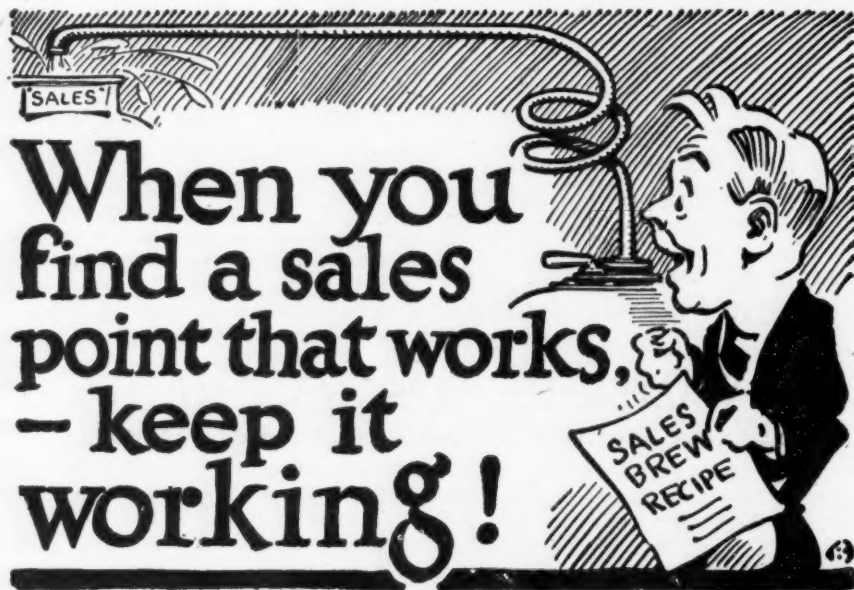
line—that he isn't getting all the business that one of the factory men could get if he were out on the "firing line". Tell them that if they were as efficient as the office and factory force that their sales would increase 100 percent.

It is quite the thing to contrast the old-time salesman with the salesman of today. Here is a good paragraph: "The salesman of yesterday knew or cared little about his line—his sales talk was mostly bunk, and his ability to get orders was measured by his ability to lap up booze, and tell funny stories". The old guard of your sales force will appreciate this compliment to them. "The new salesman is truly a business 'ambassador'. That's a good phrase to use—regular \$2 a word stuff.

In closing always tell a good, hot story, one about yourself if possible—how you mopped up during the panic of 1890, or how you led the sales force when you were only 17 year old, or how you were the only salesman who could handle old so-and-so, the crabbiest buyer in town. "That reminds me" stuff always goes over in great shape.

I have merely suggested some of the most frequently used ideas, doubtless you will remember others, and these should suggest other ideas to you. But I have outlined the most important phases of letter writing to salesmen. Oh yes! I almost forgot to tell you to always refer to your audience or readers as "gentle readers"—this is the accepted style, even though you are addressing a bunch of walking delegates to the safe blowers union, or a lot of pugilistic readers of the Police Gazette.

Salesmen should be carefully watched to see if they are becoming "unsold" on their lines or their house. Many times the real reason for going stale is the constant battering of the buyers' natural objections to the line. Secure in his desk at the office the sales manager hears none of the constant objections offered by buyers; the salesman hears his competitive lines praised to the skies and unless the sales manager makes a constant effort to resell his men almost weekly some of them will surely go stale.



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Try it out in Representative Milwaukee

Three Vital Reasons

National Advertisers Secure Quick Results in the Milwaukee Market

Rapid action advertising is necessary today. The most successful advertising is that which builds immediate sales.

Leading national advertisers realize this. Many of them are concentrating in Milwaukee. It is an ideal sales territory. For maximum results can be gained quickly with a very low expenditure.

Three vital reasons show that Milwaukee is one of the country's major markets.

Valuable Market Surveys for Interested Sales Managers

Complete investigations on the sales and distribution of Coffee, Margarine, Pancake Flour, Dentifrices, Soaps and Washing Powder, Cigars, Cigarettes and Tobacco in Milwaukee, have been compiled by The Journal.

Sales managers will find in them, important data, that will help them merchandise their product.

Executives can obtain copies that are of particular interest to them. Write for yours today.

- (1) 600,000 buyers live in greater Milwaukee—a concentrated sales area easily merchandised.

Milwaukee is the buying center of Wisconsin. Jobbers in all lines of trade here handle hundreds of millions of dollars' worth of merchandise annually.

- (2) Milwaukee's buying power has been tested. As a typical example—Milwaukee's purchases for November, 1920, amounted to \$288,907,000. This was \$54,552,000 in excess of the purchases for November, 1919. 62% of the 179 largest cities in the United States and Canada showed decreases in purchases during the same period.

Milwaukee is not dependent upon any one industry for its prosperity. Its many thousands of employees are engaged in nearly every kind of manufacturing activity.

- (3) The Journal is read daily in 110,000 homes. It reaches 80% of the English-speaking buyers in Milwaukee at the lowest cost per thousand readers. Concentration in The Journal brings quick results. It is necessary to employ no other newspaper. For The Journal dominates Milwaukee.

The Milwaukee Journal

Harry J. Grant, *Pub.*

O'MARA & ORMSBEE, Inc.

R. A. Turnquist, *Adv. Mgr.*

Special Representatives

New York

Chicago

The Market for Our Goods in Palestine

Sales managers interested in selling their products in Palestine should write the Bureau of Foreign and Domestic Commerce, Department of Commerce in Washington for a copy of a list of companies in Palestine. This list gives the directors, their liability, together with information concerning their management, administration and distribution.

That Palestine is a coming market for many lines is shown by a recent article in a new London publication "Sales Management". This article states "with the British mandate the Holy Land will become a great asset to the world of commerce and industry. Obviously the Turkish rule under which Palestine has suffered for so long, has left its mark. A land 'flowing with milk and honey' has been reduced by neglect to almost a wilderness. But, now immigration on a

considerable scale is infusing new blood into the country, which is destined to become, once more, in very truth, the land of the Jews".

The present administration in Palestine is rapidly bringing about reconstruction, and Palestine and the Holy Lands are rapidly recovering from the effects of the great war.

As a market for building material, timber, furniture, clothing, and food-stuffs Palestine affords a field worth investigating. Immigration will bring with it a demand for modern agricultural machinery, electrical plants and appliances, irrigation projects and the necessary machinery for them.

The Christians and Jews now living in Palestine almost invariably dress in European style, although it is said that the Arabs still cling to the flowing robes of their ancestors, but these robes nevertheless afford a market for cotton from which the robes are made.

The introduction of irrigation which at present is being fostered by the administration in Palestine will give a big impetus to the development of farming on a modern scale; it is also hoped that the improvements in sanitation and hygienic conditions will bring about the opening up of the dairy-farming industry which will no doubt create a large market for American products.

Development projects for the use of the Jordan River in developing electrical power are under discussion, and a great amount of railroad building is expected to get under way in the near future.

The present state of the roads is hardly enviable, but the administration is taking steps to put the main roads in a good condition, so that a motorist may travel comfortably along the main highways.

The 11% import duty of all goods has been temporarily reduced on building materials to 3% to encourage building.

The Dead Sea territory is rich in mineral deposits—especially sulphur and gypsum, and the existence of petroleum has been fully established.

In addition to Hebrew and Arabic papers there is a weekly newspaper printed in English.

Jerusalem is only eighteen hours by rail from Cairo and an hour and a half by motor from Jaffa the nearest port from which there is a direct steamship line from London and Liverpool. It is estimated that sixty thousand tourists will visit Palestine this season.

Once a month the salesmen for an overall manufacturer make up a list of their hardest prospects. These lists contain the names of every dealer that they have been calling on for more than a year without success. The lists are exchanged and the salesmen work each other's prospects. The plan has brought about marked success, but of course can be worked only where there are two or more salesmen working the same town.

"Want to add at this writing that I am mighty glad to be a 'Dartnellite.' My experience with you has been one of total pleasantries up to date. You have jumped right out of a clear sky and offered a helping hand, in addition to giving more than a fellow's 'money's worth' on the Dartnell Service, the new Survey and SALES MANAGEMENT magazine. I'm in for life on your entire line now."—Bartlett J. Smith, formerly sales manager, Century-Plainfield Tire Co.

"Just a personal note to tell you that the new sales organization survey is a 'corker.' It is very helpful in the courses, and in addition, it offers a very interesting field for special work for the men. I don't know whether you know it or not, but I am using pretty nearly all of your stuff in the courses. George Frederick lets me have a great deal of their material, and the A. N. A. is sending its advertising folders. We are trying to keep the courses new and are not finding much use for text books." Harry R. Wellman, Professor of Marketing, Amos Tuck School, Dartmouth College.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Indianapolis Jobbers Sold \$19,000,000 of Merchandise to the 2,544 Retailers in This Territory in 1919

News Advertising Helps Sales of Dry Goods Over Six States

More cities of a population of 30,000 or more can be reached in a night's ride from Indianapolis than from any other city on the American continent. This ideal location coupled with the fact that there are three large, aggressive dry goods jobbers in Indianapolis makes Indianapolis a very important distributing point for dry goods. The largest of these jobbers has fifty-two salesmen. These salesmen are influenced in their sales by the wishes of their customers. But at the same time they are employed to sell what their houses want them to sell. The buyers in the houses are influenced more by the advertising in The Indianapolis News than any other advertising medium. In this way News advertising has a very definite influence far beyond its circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
150 Nassau St.

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS



The Message that is Made of Days

A dozen times a day a man consults his calendar. It carries the message that is made of days. It establishes the importance of time and orders all business motion. It controls production, billing and collections. It settles disputes and influences decisions. It is the time-table of the world, the monitor of promptness and accuracy and the faithful mentor of obligations—social or commercial.

This is Color Printing Headquarters—where beautiful, serviceable calendars are made for those who would keep their name and business in sight of buyers. The subjects of them are often the work of artists who have a place high in their calling. The mechanical nicety of their repeated work is not surpassed and each is a duplicate of the other in careful execution.

It isn't a moment too early to think of your calendars for next year—and we invite you to take up the matter with us as soon as may be. The more time we have for preparation, the better the results will be. Whatever the sum you wish to spend, we are prepared to meet your needs. And as is true of all departments, all orders, large or small, meet with only one kind of attention—care.

We design and print labels, cartons, wrappers and fine folding boxes that have strong character and high quality. Working with large advertisers, we fashion advertising and selling helps that carry the final urge to buy. From furnishing the idea, to delivering the lively, spirited window trims, cutouts, store cards and posters we work definitely for sales results.

Another important field of accomplishment is the making of striking covers and inserts in lively color for magazines and catalogs, showing goods with marked truthfulness to life. Our productions of merchandise are said to be unexcelled—and our patented process of duplicating fabrics gives such realism that the eye is put at a loss to tell print from textile.

Our trademark bureau, without charge, creates trade names and devises trademarks, searches titles to existing ones. In this department are filed 730,000 such devices, registered and unregistered. So at a great saving of money and time, and probably avoiding costly litigation, by comparison, we quickly establish whether or not a design is entitled to registration.

If you are interested in fine printing craftsmanship, write us on your business stationery for the most realistic specimen you have ever seen.



THE UNITED STATES PRINTING & LITHOGRAPH CO.

Cincinnati, Baltimore, Brooklyn.



“Nothing to worry about so far as Chicago is concerned”

More than one manufacturer can put his finger on that part of a map representing the Chicago territory and truthfully say, “Well, so far as Chicago is concerned there’s nothing to worry about.” For, despite its bigness and wealth, Chicago is one of the easiest of markets to capture. Indeed, its very size has made it possible for the Merchandising Department of the Herald and Examiner to develop and perfect a plan which has never failed the manufacturer who has used it.

This plan serves a three-fold purpose:

It enables the manufacturer to secure dealer distribution before a line of advertising is published. It assures him of *adequate* distribution, and, of equal importance, it wins for him the whole-hearted co-operation of the dealer.

It awakens consumer demand for his product, thereby insuring repeat sales and an ever-increasing volume of business.

This Merchandising Plan was devised expressly for the manufacturer who sells through the dealer. It is undoubtedly the easiest, surest, quickest, most economical and efficient plan for capturing the Chicago market.

You, of course, are interested in knowing how such a plan can serve you. Address the Merchandising Department of the Herald and Examiner and a complete exposition will be sent to you. It obligates you in no way.

CHICAGO
HERALD AND EXAMINER
AMERICA FIRST

The Jobber as a Factor in Marketing Hardware

By Cameron McPherson

IN a summary of national conditions by one of the most accurate and widely informed statistical organizations the following advice is found, "Although in many cases distribution is lagging behind production in efficiency, producers should think twice before eliminating middlemen".

As a matter of fact one or two hardware manufacturers have in the past boldly set out to eliminate the jobber, but have met with disastrous results, later coming back to the jobber.

The greatest criticism of the jobber comes from those manufacturers who do not understand the function of the jobber; they expect the jobber to do missionary work for them and to use their sales force to do introductory work. One very successful manufacturer was interviewed on this subject. He said, "The jobber will not and cannot plow a virgin field. This is the work the manufacturer's organization is trained to do. Not only should the manufacturer turn the sod—he should harrow and cultivate the field. When he has done that he can expect help from the jobber."

Where the manufacturer can establish contact with the jobber's salesmen it is often possible to accomplish remarkable results in putting a line on the market—in some instances even a new and comparatively unknown one. A recent instance in Chicago proves this point. A manufacturer of an auto specialty sold a small introductory order to a jobber—just enough for samples for his sales force. The salesmen were given these samples, and in less than two weeks five repeat orders were received from the

jobber, each order being larger than the preceding one. The jobber's salesmen are the keynote to the proposition of getting results from a jobbing organization.

The policy of selling direct to some large retailers has touched off all kinds of fireworks in the hardware trade, and is continually causing friction. One interesting point will illustrate the attitude of some manufacturers. In Boston a certain jobber called on a manufacturer asking him at what price he sold a certain large retailer. "We sell them at \$1.50 a dozen." "\$1.50", shouted the jobber, "Why that's the same price you quote us. How do you expect us to do business with you when you give a retailer the jobber's discounts?" Turning to the records the manufacturer ascertained the purchases of the jobber and the retailer. "Here," he said to the jobber, "is what you have bought from us the past five years. That is certainly enough to entitle you to the discount you are getting isn't it?" "Yes", said the jobber, "but what has that got to do with giving a jobber's discount to a retailer?"

"Simply this," explained the manufacturer. "Here also are the figures showing the purchases of the dealer. Look them over. You will note that this dealer has bought just about fifteen times as much as you have. So, why isn't he entitled to at least a discount equal to the one you get?"

But this attitude on the part of the manufacturer finally led to a serious breach between the manufacturer and the jobbers throughout the country which was little less than a boycott by the job-

bers, some of them to this date persistently refusing to stock the goods of this manufacturer. However most of them have forgiven if not forgotten the incident and have resumed the sale of the products of this manufacturer.

This incident is cited to show the danger in letting down the bars in dull times to permit retailers who are in a position to buy large orders to secure the jobber's discounts.

The Winchester organization is being closely watched in the hardware trade since they have added several new lines, and are now selling their new line products direct to exclusive agents in the smaller cities, and opening stores of their own in cities over 50,000. This step is indicative of the tendency of manufacturers to experiment with direct selling. The Winchester people will still market their old line products, such as guns and ammunition, through the jobbers, but the fact that they are pulling away from the jobber on their newer products such as skates and fishing tackle, leads many jobbers to look at this move with doubt; at least it shows dissatisfaction with their present jobbing arrangements, it is pointed out.

While it is possible that this large and old established firm may be able to straddle the fence on account of its consumer confidence and prestige, it is certain that the average jobber will not shed tears when his salesmen sell competitive lines. The hardware jobber, as described by G. E. Geer, district sales manager for the Wyoming Shovel Works, manufacturers of "Red Edge" shovels, is too much inclined to sell on a price basis.

Number of Dealers per Hardware Jobbers' Salesmen in U. S.

	Hardware Dealers	Jobbers Salesmen	Dealers per Salesman		Hardware Dealers	Jobbers Salesmen	Dealers per Salesman
Alabama	501	96	5	Nebraska	1298	133	9
Arizona	110	6	20	Nevada	71		
Arkansas	604	47	13	New Hampshire	227	10	22
California	1437	313	5	New Jersey	1086	11	100
Colorado	550	20	27	New Mexico	146	6	24
Connecticut	360	19	19	New York	3563	352	10
Delaware	89	5	18	North Carolina	597	39	14
Dist. of Columbia	95	12	8	North Dakota	948		
Florida	339	17	20	Ohio	2504	450	6
Georgia	642	136	5	Oklahoma	1333	34	40
Idaho	304	5	61	Oregon	424	94	4
Illinois	3328	275	12	Pennsylvania	2581	404	6
Indiana	1605	190	8	Rhode Island	149	28	5
Iowa	2004	212	9	South Carolina	306	30	10
Kansas	1774	98	18	South Dakota	714	29	25
Kentucky	908	117	8	Tennessee	655	203	3
Louisiana	328	98	3	Texas	2128	209	10
Maine	524	31	17	Utah	156	108	1
Maryland	447	38	12	Vermont	280	7	40
Massachusetts	1078	193	6	Virginia	568	88	6
Michigan	2099	159	13	Washington	667	110	6
Minnesota	1797	398	5	West Virginia	384	115	3
Mississippi	401	32	13	Wisconsin	1572	107	15
Missouri	2094	945	2	Wyoming	130		
Montana	478	15	30		46382	6044	8

Like other shovel manufacturers, the company for years made a line of shovels in about four different grades—usually designated as A-B-C-and D grades. It was a variety that enabled a manufacturer to meet most price competition.

It finally came to a point, however, where competition on a price basis was decidedly unprofitable. The following incident will illustrate the situation that prompted a change in the company's sales policy some years ago.

A certain Chicago concern made inquiry on the price of a car load of shovels.

The Wyoming salesman called on the jobber and quoted a price which he thought would surely get the business. In those days a difference of ten cents on a dozen was often enough to decide a sale, however, and it was not long before the jobber has whittled the price pretty low. Still the jobber wouldn't buy. Thinking to close the sale on a thin

margin and probably make a profit on freight differentials from the shipping point, the salesman finally quoted a price of \$3.90 a dozen.

"Still out of line on your price," argued the jobber.

"It's not out of line," insisted the salesman, "If you are honest, you'll admit that it's the best price ever quoted you."

"Well, it is a good price at that," agreed the jobber, "but I'm going to get a better one."

Then the salesman threw up the sponge.

"If you expect a lower price than that," he said, "what kind of shovels do expect to get?"

"The kind of shovels makes no difference," explained the jobber, "what I want is a shovel to sell at a price."

The frequency of incidents of this kind suggested that the company could do a more profitable business on a quality

basis and about six years ago it introduced a new shovel made of Chrome nickel steel under the trade-mark of "Red Edge" shovels.

Interest on the part of the jobbers in a trade marked shovel selling at a higher price was lacking, however, and the jobbers as a whole declined to handle it. In consequence, the company is marketing its shovels direct to large industrial users, railroads, mines, contractors, etc.

Opportunities for business in legitimate hardware channels are too good to be neglected, however, and the company is selling hardware dealers direct. In addition, a large advertising campaign has been launched to popularize "Red Edge" shovels, an important purpose of which is to break down selling resistance and get maximum distribution and sales through jobbing channels.

An incident illustrating that the jobber can place his shoulder to the sales wheel when necessary, is related by a well known eastern sales manager.

A certain retailer was known to be doing a large volume of business but selling comparatively few of the sales manager's products. In a discussion with the jobber, from whom the retailer bought, the sales manager explained that it probably would be necessary for the company to sell the retailer direct.

"There you go," said the jobber, "always trying to eliminate our discount."

"It is not a question of discounts," explained the sales manager, "so much as a matter of sales. The difference between the jobber's price and the dealer's price is only seven percent. On the present volume of business it does not amount to much."

"Then why butt in," asked the jobber.

"Because," explained the sales manager, "that dealer is doing business that we ought to have but are not getting. You could sell him more of our line if you tried. Our salesmen get around probably once every two months. Your salesman calls every week. Have him watch the dealer's stock and fill it in promptly. Then you'll sell him more. We will not sell him direct unless you compel us to do so."

The jobber took his cue and paid particular attention to the dealer in question. As a result his sales to that dealer increased four hundred percent.

In buildings like the Wrigley building, the hardware is sold direct by the manufacturer. The sale is not usually made on the basis of a certain number of hinges or door latches, but rather on a lump quotation for the entire outfitting of the business.

The advantage held by the manufacturer in such sales over the jobber or retailer is that such jobs require a certain finesse in developing. One of the factors is the architect. He must be patronized usually by cigars, theatre parties dinners and conferences. The same is also true of the contractor in charge of the job.

On that account, the large hardware manufacturers have special men who take care of this particular line of work. They often travel all over the country (Continued on Page 319)

Department Stores Gain During 1920

The Federal Reserve Bank's analysis of business conditions proves that during 1920, department stores gained in volume of business as compared with 1919. Two years ago we wrote the book *"Points on Merchandising Advertised Products Through Department Stores."* It is accepted by leading merchants and manufacturers as the best analysis of the subject. If you appreciate the importance of the department store to your business, write for this book—and investigate the service of this agency.

Also write for *"How to Judge an Advertising Agency."*

J.H. CROSS CO.
General Advertising Agents
214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

*A cheery welcome awaits
the salesman with our
Credit Letter*



*Which of these two sales-
men is yours? Back
up your men!*

CASH YOUR CHECKS without annoyance or delay

THE importance of the check and other commercial paper is daily becoming more apparent.

If the Salesman on the road is delayed because his expense check does not arrive—or because, when it does arrive, the hotel refuses to cash it—*his company suffers!*

The annoyance is disagreeable, resulting in lost time—lost business—an item on the wrong side of the firm's ledger.

There is one sure way to have your checks cashed without this annoyance and delay.

Traveler's Hotel Credit Letters issued to your Sales force, identify

your Salesmen and entitle them to have your checks or drafts on you up to a specified sum weekly cashed at all first-class hotels.

As these letters protect hotels against loss, the bearer receives a cheery welcome and better service.

The cost of these letters is surprisingly small and you are able to save the interest on your money—by having your men use it before your draft arrives.

Many prominent firms throughout the United States and Canada use them—*tear a leaf from their book!*

Write for the 1921 Travelers' Hotel Guide. It contains the latest quoted minimum hotel rates, population of cities and explanation of Travelers' Hotel Credit Letters. It will be mailed at no cost to you.

Hotel Credit Letter Co.

"First Aid to Travelers"

505 Fifth Avenue

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New York City

MARKET INVESTIGATION



~ Important Phase of NEWS and AMERICAN Service

NEWs and AMERICAN Service involves far more than the mere handling of Space. Take our Market Investigations! Time and expense are never spared in the gathering and compiling in book form of valuable information pertaining to all kinds of products in the Baltimore market—and this with a view to giving manufacturers a line on conditions and possibilities here.

The extent of this service is best attested by the wide range of the investigations we have made. For instance, we have investigated Pork and Beans, Canned Food Products, Honey, Lard Substitutes, Salad Dressings, Tomato Catsup, Men's Garters, Motion Pictures, Package Spices, Macaroni, Oleomargarine and Nut Butters, Candies, Bottled Pickles, Soluble Coffee, Package Coffee, Package Tea, Tapioca, Prepared Mustard, Package Raisins, Bottled Vinegar, Package Dates, Pancake Flour, Shredded Coconut, Table Syrups, Jams and Jellies, Package Desserts, Stationery, Flashlights, Tooth Brushes, Hosiery, Laxative Medicines, Razors and Accessories, Soaps and Cleansers, Furniture and Auto Polish, Nuts, shelled and in shells, Pipeless Furnaces, Rat and Roach Exterminators, besides compiling data on Newspaper Statistics, and under the general heading of Highlights and Sidelights of the Baltimore Market.

One fact comes out very clearly as a result of the trade investigation work we have done: BIG results hinge on strong definite cultivation of large productive markets like Baltimore, through first class merchandising supported by equally as good advertising in dominant papers such as The NEWS and The AMERICAN.

The NEWS and AMERICAN hold a real place in the lives of Baltimore people. As a constant source of information and a vital force in the community, they give that intimate daily contact between buyer and seller which is so essential to the success of every first class product. Circulating in the neighborhood of 185,000 copies daily and Sunday, these great Associated Press Newspapers cover not only Baltimore city, in which there are approximately 150,000 to 175,000 homes, but practically the entire state of Maryland.

Another phase of NEWS and AMERICAN Merchandising Service is that of Route List Books. These little pocket editions outline a thorough systematic order of calls covering different classes of dealers. They are compiled and printed for the convenience of the manufacturer's selling representatives, saving them much time and expense. Send your men to The NEWS and AMERICAN office when they first come to Baltimore for either druggist or grocery route lists as these are not mailed out.

Cultivate Baltimore intensively—its market is second to none in productiveness! Meanwhile, if you drop us a line on your business stationery, naming the Market Investigation in which you are mostly interested, we will be pleased to mail you a copy.

The Baltimore News

Evening—Daily and Sunday

The Baltimore American

Morning—Daily and Sunday

Dan A. Carroll
Eastern Representative
Tribune Bldg.,
New York

Frank D. Webb
Advertising Manager

J. E. Lutz
Western Representative
1st Nat'l Bank Bldg.
Chicago

Should Salesmen's Salaries Be Cut?

Several instances of where salesmen's salaries have been cut recently, along with office and factory employees has been brought to our attention. In one instance a lumber company, in order to effect a 30 percent mark down, cut salesmen 15 percent, one-half the amount they had been increased since 1914. Another case was that of a corset company in Jackson, Mich., which reduced its commission allowed salesmen. Thinking that possibly this is a question of interest to our readers we have asked two well-known sales managers, holding opposite views, to express themselves. For obvious reasons we are unable to publish the names of the writers but their views on the subject will be just as interesting.

"Yes" *By the Treasurer of a Large Stove Manufacturing Concern*

Answering your letter of February 10th we expect to cut all salesman's salaries March 1st, at which date we will also make a flat cut in the salaries of office workers. We have already made a 10 percent cut in factory wages. Our reasons for taking this action are as follows:

1. During the war the selling prices of products handled by our salesmen nearly doubled. As a result our salesmen, who are paid a small salary and commission, made practically twice as much on the same volume of business as they did before the war. The unusual conditions we had during 1919 and 1920 made it comparatively easy for a salesman in our line to double his unit sales with the result that a salesman who was making \$3,000 net in 1914 earned all the way from \$10,000 to \$15,000 for the last two years. We feel that it is quite unnecessary for us to pay that much to sell, and plan to take advantage of the present economic conditions to adjust these figures so that our men will always be able to make a wage in keeping with their ability, but will not get paid for something not earned as they did in 1919 and 1920.

2. If we do not cut our salesmen we will in effect be giving them an increase in salary for the reason that the Department of Labor statistics show the buying power of the dollar is one-third greater than it was a year ago. In other words a salesman who was receiving a salary of \$3,000 last year will be receiving a salary with a buying power of \$4,000 this year unless it is readjusted.

3. We have had to take our loss on our inventory, our selling price has been forced down by competition to a point which almost precludes a profit, and the only chance we have for staying in business is to effect economies in operation. It is therefore to the interest of salesmen, just as much as it is to the interest of the business, that both our manufacturing and selling costs be deflated. It would certainly be most unjust, and I cannot think any salesman would ask it, if we cut office workers who have been with us many years and whose work counts for just as much as any salesman's, and not cut salaries on the selling force.

4. Finally, we are going to cut salesmen's salaries because a salesman more than any other employee is supposed to share in the profits of a business. Our salesmen have reminded us of this fact many times during the era of liberal profits. It is a poor rule that doesn't work both ways. Our salesmen have participated in our profits when we were making money. We are not going to ask them to share our present losses, but we do expect them to at least stand their part in the period of readjustment through which our business, in common with every other business, is now passing.

"No" *By the Sales Manager of a Concern Selling Brushes*

I cannot conceive of any company directed by successful business men even considering cutting salesmen's salaries. Do they want to kill the morale of the sales force? Haven't they any interest in maintaining an efficient sales force during these strenuous times? If they do need a good sales force right now, how in the name of Punch and Judy do they expect to keep the salesmen on their toes by trimming the basis of compensation?

Five months ago today our director's committee held a meeting at which many cuts were suggested with a view toward saving money because of necessity. One worthy director suggested a method for saving upwards of \$25,000 during the year by a certain cut in salesmen's commissions. That was as far as the matter went, I am proud to say. And I think what happened at that meeting, as far as this particular question is concerned, shows the high calibre of our president and the other officials who make up the directors' committee—which I attended only in an advisory capacity, by the way. (I hope our president sees this in print.)

As a result of the stand we have taken on maintaining the commission arrangement we have had for two years, our business is running only 6% below normal while another concern I have in mind, having cut commissions, is yelping for fair because sales are nearly 30% below normal and they are trying to blame it on bad business conditions.

Our line of business is manufacturing hair brushes and certain other articles which I could hardly mention without disclosing our identity. Like all other businesses, ours is "different". However, if our views on this question of the hour, "Shall we cut salesmen's salaries", are of use to any other company now considering it, I will feel well repaid for the time spent in dictating this.

In the first place, the thing you want to consider when about to cut the salesmen's salary is just how much time you want your salesmen to devote to the business and how much time and thought you want them to devote each week to looking for another job. For after they get the jolly news that the pruning process is effecting commissions, not very many of the men in whom your hope rests are going to throw out their chests and say, "By Noah, I am working for a great house. I will now hustle right out and work like the dickens to show them how I appreciate this cut commission." Instead of working over time to make more sales that will offset the lost commission, as you theorize they should, they spend their overtime and an additional day and a half every week looking around for a better job.

Have you ever sold goods on the road? If you have, consider the poor salesman whose order-book

is not being used enough to keep the rubber band from sticking to the leather cover. He is plodding along, disheartened but not discouraged, hoping that each day will show improvement in sales. Plooeey! Along comes the commission trimming verdict. Mr. Salesman's heart drops out on the sidewalk. I will not endeavor to describe his feelings in detail for it may take the pep out of my day's work. And let me add that I am not one of these soft hearted sales managers, always sympathizing with the salesman. I can crack the whip the same as the next one. But you get my point, don't you?

Be that as it may, your cost and your selling price are getting too well acquainted. You need more working capital. So what you want is not a lot of loose conversation regarding the sad effect of cutting commissions—you want to know whether or not there is a plan you can use to face this condition. Then,

let me explain the plan we are working.

We have made our cuts in all unnecessary expenditures. But we have not allowed the slashing to fall upon anything that is vital to the success of the sales work. We are in the same boat as nearly every company—we need more orders. So we have put the situation up to the salesmen frankly. We have showed them how some other concerns are cutting commissions but we were going to hold out. In return we told them that we expected them to produce sufficient business to make it worth while to maintain the commission rate. We then showed them that the only way they could keep up their volume of orders was to get out and work harder than ever, work longer hours, put more thought into their selling. We also inaugurated a sales contest based on the point system. Instead of cutting salaries in our office force, we increased the working hours and let go unproductive help. I notice that Sears

Roebuck & Company used this method, increasing hours from 8:30—5:45 to 8:00—5:30. Montgomery Ward Company and other big concerns did the same. Salaries were not cut. Why cannot this plan be applied to the selling force?

We are using this plan very successfully. Our salesmen are working longer hours, endeavoring to get the same amount of orders as in previous years. It took a lot of urging and some field work to get the sales force down to earth, but we never could have accomplished the same results by cutting commissions.

If you think there is something wrong with your basis of compensating salesmen, my advice is to refrain from jumping to the conclusion that commissions must be trimmed, until you have thoroughly investigated the advantages and disadvantages of your plan as compared with other plans available. Nine chances out of ten what you will find is that the basis of compensation needs changing to meet new conditions—not trimming. Look over the various plans concerns in other lines of business are using and see if some other method will have a greater stimulating effect upon sales without cutting down the salesman's earnings.

If you want to increase sales, don't fool yourself into believing that you can do it by the cut-commission system. The only thing a lower commission will increase is the turn-over of salesmen!

Oliver Typewriter Directors Pick Sales Manager to Head Business

Another leading manufacturing concern, called upon to find a new president, has selected its sales manager. The concern in question is The Oliver Typewriter Company of Chicago. During the war this company threw tradition to the winds and inaugurated one of the most daring selling campaigns ever undertaken by an office appliance concern. It deliberately cut the price of the machine in half, completely revolutionized its selling policies and came through the war period with a large increase in sales and profits. The man largely responsible for the daring stroke was Henry K. Gilbert, then vice-president in charge of sales. He is the man who has just been elected to the office left vacant by the death of Lawrence Williams, founder, and for many years president of the company. Mr. Gilbert's success was due in no small measure to his total disregard of custom and his ability to think things through for himself. He is a firm believer in the policy of starting his sales work where the other fellow leaves off, and to that end utilizes every possible avenue of sales information. He has been succeeded in his former position as vice president in charge of sales by William B. Stewart, Jr., who has been with the company in various sales executive capacities for a number of years. Mr. Stewart has worked closely with Mr. Gilbert in carrying through many of the sales plans which have made history in the typewriter field during the last three years.



Two-Fisted Salesmanship

Go after your prospect "two-fistedly." He's too busy to feel a feeble punch in selling, but a two-fisted effort will compel his attention; many times will "land" him while the weak single-fister is waiting for an audience.

"Letter-Pack-It" System

is a two-fisted fighter you can employ to "bring home the trophy." When your prospect gets your letter, he gets your supplementary matter at the same time. The two combined induce him to act. The "Letter-Pack-It" System comes in many sizes and styles to fit practically any mailing requirement. Send the coupon and get a two-fisted reply.

"Letter-Pack-It" System

1259 Holden Avenue
Detroit, Mich.

Let's have a sample of your two-fisted salesmanship.

Name

Firm

Address

In One Side

Your letter—the original dictated by yourself, signed by yourself—under first-class postage.

In The Other

Your booklet, catalog, price list, samples, safely and securely posted under third or fourth class postage.

"Letter-Pack-It" System

(Reg. U. S. Pat. Office)

1259 Holden Ave.

Detroit, Mich.

CANADIAN DIVISION

100 King Street West

Toronto, Ont.

Findex

"A thousand indexes in one"

Variously Used by

Alexander Hamilton
Institute
American Tel. & Tel.
Company
Anglo & London Paris
National Bank
Avery Company
Bank of Italy
Bethlehem Shipbuilding
Corporation
Bureau of War Risk
Insurance
Columbia University
Curtis Publishing Co.
Empire Gas & Fuel Co.
Equitable Life Insurance
Society
Federal Reserve Bank
Independence Bureau
New York University
Pacific Steamship Co.
Seattle Hardware Co.
Standard Oil Company
(N. J.)

FINDEX is a thousand indexes in one, each one just the way you want it, just when you want it. Any card index contains information. Findex finds it. An ordinary index finds things alphabetically. You may have another that finds them by subjects, or others by locations, by classifications, and so on. Findex is all these, or as many more as you like, or any combination of them, each instantly available, and doing its own finding under any combination of classifications. A keen-witted woman, when she saw Findex, said, "It is black magic." It isn't, but it acts like it.

What Findex Is

Findex is a simple card index in which the cards are slot-punched. By inserting the proper rods through the drawer and the cards, any desired list is accurately and promptly selected for reference.

The Findex Company
Woolworth Building
NEW YORK

Please Send Full Information About Findex

Have your
stenographer
clip and mail
the coupon below.

Name

Address



21 Money Crops

in the Agricultural South

That show the versatility and the economic independence of the 13 states covered by the S. N. P. A.

The South raises these crops *to sell*. They are big crops, too—big enough to be sold throughout the country. They keep the Southerner well supplied with ready money.

These crops differ from the crops in other sections in this way:

The South is raising its crops from January to January. There are always more crops "coming in" while others are being sold. This means a steady prosperity, with no "off season."

Crops alone would make the South rich. (The wealth in Southern manufactures and Southern minerals is still another thing.)

The 1920 crop values of the leading Southern crops are as follows.

Cotton	\$1,646,828,000	Sweet Potat's...	\$118,750,000
Corn	1,283,806,000	Irish Potatoes...	89,186,000
Oats	171,100,000	Sorghum	220,000,000
Wheat	280,000,000	Rice	95,000,000
Barley	2,792,000	Peanuts	80,000,000
Rye	6,796,000	Fruits—Nuts...	146,000,000
Hay (Tame and		Beans and Peas	52,000,000
Wild)	374,976,000	Vegetables	310,000,000
Tobacco	480,000,000	Broom Corn	7,340,000

If you have something to sell, cultivate the Southerner—the buyer who has money and needs the year 'round.

The Promotion Department of the Newspapers in the S. N. P. A. can show you the way to result advertising.



**SOUTHERN NEWSPAPER
PUBLISHERS' ASSOCIATION**

Chattanooga, Tenn.

W. B. KUGLER
Manager

*Your travelers
will enjoy the*



Hotel Lorraine, Philadelphia

Broad Street at Fairmount Avenue

Located on the main thoroughfare of the third largest city in the United States—a hotel of Steel and Concrete Fireproof construction.

- Large airy, comfortable rooms.
- Light on all four sides.
- Becoming modern furniture.
- Garage.
- Easy access to all parts of the city.
- Cozy writing rooms.
- Newly equipped beautiful baths.
- Modern twin beds in double rooms.
- Large comfortable exchange.
- Roof Garden.
- Excellent Banquet and Convention facilities.

Maintains in present times these rates:

Rooms without Bath, with running Hot and Cold Water	\$2.50
Two persons	\$4.00
Rooms with Private Bath,	\$3.00-\$4.00
Two persons	\$5.00-\$6.00
Parlor, Bedroom and Bath (Broad-Street front)	\$6.50-\$8.00
Two persons	\$8.00-10.00

A famous moderate-priced restaurant

\$55—\$68—\$85

Annual Income 0—\$1200	\$1200 \$1800	\$1800 \$12,500 Wooltex Tailor-Mades	\$12,500 \$25,000	Over \$25,000
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How Do You Pick Your Dealers?

*Some Interesting Side Lights on this Question Unearthed by
Eugene Whitmore, of the Dartnell Editorial Staff,
on a Recent Data Gathering Trip*

DO you know that your salesmen are selling the right merchants in every town they visit, or do they just size up the situation in the usual way and grant a merchant exclusive selling privileges on your line, and trust to your advertising to maintain a satisfactory volume of business in that town?

I have asked several well-known manufacturers that very question, and it is surprising to learn just how many keen advertisers, who grant exclusive agencies to merchants, permit their salesmen to make the selection of the dealers. I have seen some instances where a leading line, well known, widely advertised, and nationally distributed being sold exclusively by the very dealers who are in a position to make the least of the opportunities created by the manufacturer's advertising and selling policy. I distinctly remember going into a small, dingy, side street shoe repair shop one day, when to my surprise I found the exclusive representative of a leading line of fairly high priced shoes in the town, which was a modern little city of some ten thousand population. The very fact that he had had the agency for a couple of years would militate against the line ever being sold by one of the better class of stores in that town. It took me several years to realize that a certain well known line of men's clothing was really a high grade line, because in my home town it was sold by the most non-progressive general store in town—a store that never advertised, or dressed its windows, and which sold most everything from plows to hairnets.

But when I asked Mr. H. J. Winsten, of the H. Black Company, manufacturers of Wooltex Tailor Mades I found that they were leaving no stone unturned to see that the right dealer was granted the exclusive franchise for selling their line.

"The basis of all our dealer selection work is the chart which we have compiled showing the salesmen and the dealer just who our line appeals to", said Mr. Winsten. "This little chart naturally

eliminates the stores that cater to the cheaper class of trade, as well as the very exclusive shops whose trade is made up principally of people whose incomes exceed \$12,000 per year."

"This chart is reproduced herewith, and it will be seen that the heavy black square drawn around the space representing the various incomes shows just what class of people the Wooltex line can be expected to reach. It also shows the wider appeal of the Wooltex Knockabouts, an adjunct to our main line.

"With this chart in view the salesmen know they must approach a given group of retailers in each town. But even with this first classification outlined there is still some possibility of not selling the dealer who is in a position to make the most of the line.

Bigger Commissions for Better Dealers

"We will not send out a salesman who is not fully aware of the advantages of an advertised line. We even go further than that—we pay a higher rate of commission on sales made to merchants who take full advantage of all our dealer helps, and who maintain local advertising schedules on our line. For instance it is at times impossible to secure a dealer who will advertise and push our line as experience has taught us he should. The chances are this merchant will not sell the quota set for that town. Each town has a quota, based on the sales of our most progressive dealers in other towns of equal size. If the merchant does not reach this quota the salesman's commission is—(fictitious figures are quoted for illustration) 3%. Say that merchant sells only \$1000 dollars worth of goods in a season. The salesman makes only \$30 on his business. But the second season the salesman is able to sell him on our 'proposition' which is the use of all our advertising helps, and the proper merchandising of our line, including the purchase of a sufficient amount of stock to maintain an interesting variety of models. This season the merchant is able to sell \$2000 worth of our line, and the salesman not

only doubles his earnings on the lower rate of commission, but as the merchant has reached his quota, a bonus of 1½% is paid, bringing the salesman's earnings up to \$90 as against \$30 the previous season.

"This season we have been able to sell many dealers the first order of women's clothing that they have bought, and this order has been placed principally to hold our selling franchise for his town. Had it not been for the work of our salesman in educating the dealer to make the most of our line, its advertising, and selling plans we might have lost a great many accounts this spring."

Mr. Winsten further stated that each year they become a little more strict in the selection of dealers, because "more and more we realize that best results can be obtained only by dealers who are willing to dovetail their work with our campaigns, and sell along the lines we outline. Of course in the past, and even now we have some dealers who do not advertise the fact that they are exclusive representatives of the Wooltex line, and I presume that in remote cases some dealers actually push cheaper lines, handling ours simply to keep it away from some other dealer. But such dealers are rare, and we are gradually weeding them out, or bringing them to our way of thinking. The salesmen simply cannot afford to allow our line to be tied up with a dealer who fails to reach his quota—it costs him too much money.

"Our quotas are fair, and are always based on careful study of the population, buying power, and conditions of the territory, always keeping in mind the possibilities of the distributor who makes the best possible use of our advertising. Thus it will be seen that a dealer cannot reach his quota without making full use of all the helps we offer, except of course under rare conditions, because all quotas are based on what other dealers in similar towns are selling by making full use of our methods of selling."

What would you do if 400 of your dealers—exclusive dealers at that—representing your only chance for selling

goods in just that many good towns—absolutely refused to buy when your salesman approached them this spring? If you are human you would probably instruct your salesmen to go after 400 new accounts, letting the former dealers go. But at least one concern is looking at just such a proposition in an entirely different light. That concern is the Joseph & Feiss Company, manufacturers of Cloth Craft Clothing for men. In a recent interview with Mr. Charles E. Percy, their sales and advertising manager, he outlined their policy in handling their dealers in the present uncertain times in the clothing industry.

"We have been tempted a number of times this season to take our lines away from dealers because they have refused to buy, but after the first flush of resentment we looked into the matter from the dealer's angle and found that many of them were loaded with clothing, and that it would in some cases mean bank-

ruptcy to them if they bought more, and in many cases mean a heavy burden, so we decided to permit them to retain our exclusive agency until such time as they could again become buyers of our line. This may look as if it is a suicidal method for a manufacturer to pursue, but we believe it is best, and rather than take on a temporary dealer in a town, only to find later that he is not as good a dealer as the one we abandoned, we are deliberately turning away a considerable volume of proffered business from dealers in towns where our line is represented, but temporarily not active because of present conditions. Only the other day we received a cancellation from one of our dealers in a prosperous Middle West town. We found that this dealer had bought a cheaper line of clothing. A few days later we received a telegram from a very desirable dealer in that town offering to place an interesting order if we would transfer the

agency to him. We certainly were sorely tempted to "get even" with our dealer who had temporarily deserted us, but we decided to give him another chance and hold the town open till this fall. In fact we look upon him somewhat as a wayward child who gets into trouble once, but is forgiven by his mother, who knows that nothing is inherently wrong with him, but that he met with unusual temptations. So it is with our dealers who are loaded up with clothing, and are having trouble in selling it. We know that present conditions have upset their perspective and we are going to be patient with them."

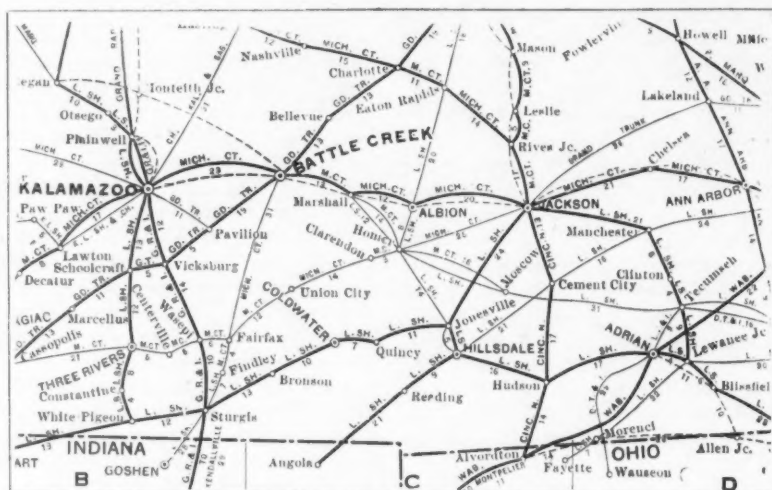
"Of course we are taking on some new accounts right along", said Mr. Percy, "but only after being thoroughly convinced that they are accounts that we can hope to retain over a period of years. Right now we have five men out calling on dealers, not with a view of taking orders, but simply to investigate conditions, in their towns, and determine whom to approach when we desire to take on more new accounts. The new accounts that we are selling are selected on the basis of investigations made some time ago, and we are not influenced by the present unbalanced condition of the clothing business. There are plenty of dealers to whom we could sell a few thousand dollars worth of clothing by taking advantage of peculiar conditions—but we might not be able to sell them again next year of the year later, so we are passing them by. We don't feel like severing relations with a dealer whose name has been connected with our line for a number of years and who has a clientele built up for our clothing—in the first place we do not regard it as fair to him, and although we might make a better showing temporarily do not believe it would be the most profitable course to pursue in the long run."

Mr. Percy further stated that they had found that the dealer whose rating is highest is not necessarily the best for them, but that no dealer was approached before the credit department had passed on him as being a good risk for the amount of clothing we think he should sell.

This policy of the Joseph & Feiss Company is not a policy of merely marking time until conditions are more settled. It is a well defined, thought out policy designed to keep the business in a state of healthy, steady and sure growth, rather than an enormous increase one year, and a decline the next, or the selling of more goods than they could turn out.

If they were to sell 400 new accounts this year to take the place of the 400 who are not buying they might be in an embarrassing situation next year if the 400 old ones and the 400 new ones practically all bought their normal requirements. "Some of them would have to be disappointed because we couldn't fill all of the orders, and although it would greatly increase our sales this year, we feel that it would not be profitable to take on a number of new accounts this year, and disappoint the majority of them next year."

(Continued on Page 306)



Showing Partial Reduced Section of Michigan Map

BUSINESS REVIVAL

The past is dead. The period of allotments, of easy sales, of diplomatic excuses for non-delivery, is merely a memory.

The sales manager is coming again into his own, but he must measure up to his responsibilities.

He must employ the 1921 brand of sales-strategy—work territory intensively, not merely exploit the high spots.

He must ascertain the outlet possibilities of each town.

He must conserve his salesmen's time, and cut traveling costs to a minimum.

His task is simplified by the use of

BLUM'S "SALES MANAGER'S ATLAS"

Price Complete

Linen Paper, \$20.00

Lacquered Surface Paper, \$40.40

Ask for Catalog F.

The lacquer permits marking in any color and erasing without injuring the surface of paper. It eliminates the expense and space requirement of a pin cabinet

BLUM MAP COMPANY

Commercial Map Specialists

7 West 29th Street, New York City

Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each.

Sophistication

In an advertisement of J. G. White & Company, the great investment bankers and engineers, appears a statement worth reconsideration at this time:

"The unsophisticated investor buys popular investments at the time of their greatest popularity—and highest price. It remains for the sophisticated to buy unpopular investments at the time of their greatest unpopularity."

As in other investments, the unsophisticated advertiser spends most when the market place is crowded.

The sophisticated advertiser spends most when competition for a hearing is at its lowest and when, by the same token, the buyer is most critically attentive.

The sophisticated advertiser has an attractive opportunity for investment in national advertising this year.

Advertising space in the Butterick Publications is for sale through accredited advertising agencies

Butterick—Publisher

THE DELINEATOR
(*\$2.50 a Year*)

THE DESIGNER
(*\$2.00 a Year*)

EVERYBODY'S MAGAZINE
(*\$2.75 a Year*)

The policy of the Joseph & Feiss Company as outlined by Mr. Percy is exceedingly interesting, and we believe will throw some light on the importance of the proper selection of dealers, and their permanent worth to the organization when they are properly selected. They form one of the most vital assets of a business, and a policy that protects them builds up assets that depressions, slumps, and unusual conditions do not materially effect and insures a basis for healthy, sound growth of any business, more than a constant looking for new accounts, by taking advantage of temporary conditions to seemingly increase sales by adding new accounts of only temporary or doubtful value.

E. C. MARGILETH, formerly sales manager of the Briggs Cereal Food Company, and more recently of A. W. Schell & Co., has joined the National Fruit Product Company of Washington, D. C., as sales manager.

Don't Let Your Salesmen Get Into This Shape

"At the end of a week I was a licked man. During that time I had not opened my order book. It seemed to me that no one in the world wanted to buy anything. I finally got my courage up to try and do some business.

"I hunted up the location of a concern that was on my list of prospects and went to call on them. It was a long, narrow establishment, away from the congested business district. I asked a clerk where I might find a buyer, and was directed to a small room in the rear. The man who did the buying was seated at a table writing.

"I laid my card on the table in front of him and spoke my piece. These were my precise words 'I suppose there is nothing in our line that you need, is there?'

"My salesmanship had actually got so

bad as that! I had invited him to turn me down, and he did.

"Then I turned to go out of the office, relieved that the ordeal was over and that I was free to go out on the streets and worry about myself. I knew without looking that my card would be in the wastebasket before I got out of the door, but it was an easy get-away speech.

"The man at the desk happened to be the proprietor of the establishment as well as the buyer. Just as I was getting away he called me back.

"On second thought, there may be a few things we can use,' he said cheerfully. 'Sit down a few minutes. I'll see about it.'

"After a while he sat down to face me, pleasantly serious.

"You're new to the road, aren't you?" he asked.

"I had tried everywhere to conceal that fact, but under his direct question I had to confess that it was my first trip.

"Business is dull,' he said reflectively. 'It is a hard time for a man to be making his first trip when a lot of old-timers are getting hardly enough business to pay their traveling expenses. But let me ask you a question.

"Have you approached all the buyers the way you did me?" he said. 'Did you invite each of them to turn you down by telling them you supposed there was nothing in your line that they needed?'

"It came over me with shame how I had been gradually losing my morale. In my first interviews I had been nervous, perhaps, but not negative. The discouragement of ten days on the road had brought me to the point where I was not even suggesting to any buyer that he might use some of my goods with profit. I was a quitter, inviting defeat.

"I know just how you feel,' the merchant went on with easy friendliness. 'The job of making a place for yourself among strangers seems too big for you. Right now you would give almost anything to get yourself in a good safe niche where you wouldn't have to face responsibilities. Isn't that so?'

"I told him that was about it.

"Suppose you try to get a different viewpoint,' he suggested. 'Don't let yourself feel apologetic when you go into a place to offer your merchandise. Remember that you represent a good house, and that as a traveling man you are a member of a profession which is doing its full share in the development of the country. When you show a buyer your line you are saving him the expense of going to market. If it were not for the salesmen, people here in New Orleans would dress and live differently from the people in New York or Salt Lake City, which would be an unfortunate thing.

"So far as you yourself are concerned,' he concluded, 'don't get scared of the world because you have to sleep in hotels instead of going home, and because you don't know any of the people you meet on the streets. You don't need any sheltered niche in life. It would be bad for you if you had one.'—The Saturday Evening Post.

To get more business, expose yourself to more orders.

Headquarters for Sincere Service

HOW does the D. A. C. achieve what, to others, seem merchandising marvels? Why were we able, in a few short months, to put a struggling dress-goods manufacturer on the map in a big way? What is back of the 342% increase in sales secured for a client in the automotive field? What is the magic secret that has made it possible for us to repeatedly double or triple the sale of such varied lines as steam boilers, soap and correspondence courses?

There is but one answer—*sincere service!* Before we make a single recommendation, we know *what* we are doing and *why* we are doing it. Our Advisory Board studies—*really studies*—the client's business.

The seven practical merchandising men, who compose our Advisory Board, will be glad to consider the sales problems of a few business houses who come to us in the same spirit of sincerity as we approach them.

There is no cost or obligation involved in securing *all* of the facts about the D. A. C. Tell us just what you wish your Direct Advertising to accomplish. Ask us, also, for a copy of our house magazine, *The Morning Mail*.

The Direct Advertising Corporation

W. E. HENKEL, Chairman of the Board
BURTON BIGELOW, President A. J. RANDALL, Secretary
MAXWELL DROKE, Vice-Pres. B. G. SALTZGABER, Treasurer
531-A North Capitol Avenue Indianapolis, Indiana



Getting to the Fundamentals of Advertising

Every experienced surgeon knows that before the wound heals up it must granulate and become sore.

Advertising has passed through its development stages straight through to the deluge of it which came in 1919 and 1920.

War necessities have more definitely demonstrated the wonderful pulling power of advertising than could have been accomplished in twenty years of natural growth.

At the end of the war, when business men were told to go to it, thousands of men who before War had not known about advertising, let loose broadsides from every direction.

Everyone, apparently, had more money than ever before, and advertising brought greater results, until some of those making commodities and those selling space thought that we had only felt the first touch of the incoming tide of a still greater growth to come.

People bought advertised articles practically regardless of price and the man willing to sell sound shoes for, say, \$6 a pair, for example, found customers who would rather pay \$12 to \$16 a pair. They didn't want cheap stuff.

Meanwhile the costs of making the advertising space were mounting with leaps and bounds. Unnatural demand for print paper in a tightly cornered market and unreasonable exaction by labor unions made it next to impossible to care for the advertising that was offered.

Such was the condition until the ship struck headwinds represented by the refusal of the public to buy at the high prices, the increases in advertising rates, and the cancellation of orders from retailers and jobbers. Manufacturers who had been throwing their money blindly at the map through advertising in the general mediums reduced the volume of such business or cut it off entirely, and swung to the newspapers.

Advertising managers commenced to futilely protest to publishers at what they termed profiteering in advancing rates, when the publisher was merely trying to meet his own costs.

A radical surgical operation was essential to meet the situation and the patient was complaining regarding the sore spots typical of a healing wound, while those of broader views knew that the real danger had been passed.

The destructive possibility that the surgeon removed, unknown to the patient and many of his intimate friends, was the belief that money could be made in increasing quantity by advertising preposterously highly priced goods.

Many among us will not acknowledge the corn even yet, while others wide awake and with their ears closer to the ground will become the millionaire successes of the future through gracefully giving the public what it wants at gradually reduced prices.

Those who would have all prices go down with a rush would find themselves in a national financial smash in a few days if their fond wishes came true.

In the readjustment that is now upon us advertising is the most potent factor for collecting substantial, but fair, profits during the transition period, so to speak.

By letting the people know the fairness of gradually reducing prices through advertising continuing sales can be maintained straight along. In the absence of such data no one can be blamed for holding off for still lower prices or not even knowing of reductions which might induce him to buy.

Selling soda crackers in gaudily colored boxes for about 40 cents a pound compared with bulk crackers at 5 cents the pound is no constructive achievement for advertising.

It is a great demonstration of what advertising can be made to accomplish, but the heavy added overhead between maker and consumer is uneconomic and only made a possibility by the conditions through which we have just passed.

Candy made with sugar costing 8 cents the pound and sold for \$1.75 and \$2.00 the pound compared with sound candy which sold at 40 cents and was made of 7-cent sugar is no constructive achievement.

And so on straight down the line.

Those who will reap largest harvests and profits through advertising now have their most wonderful opportunity.

Cut out wasteful and ineffective general publicity and so-called institutional stuff.

Cut out much of the so-called salesmanship that sells goods at highest possible prices.

Let quality of goods, plus lowest possible prices consistent with reasonable profit, build up a greater sort of institutional good-will than sugar-coated advertising, colored inks, pretty printing, and worries regarding price maintenance and such.

New York, Jan. 19, 1921.

JASON ROGERS.

Member
A. B. C.

THE NEW YORK GLOBE

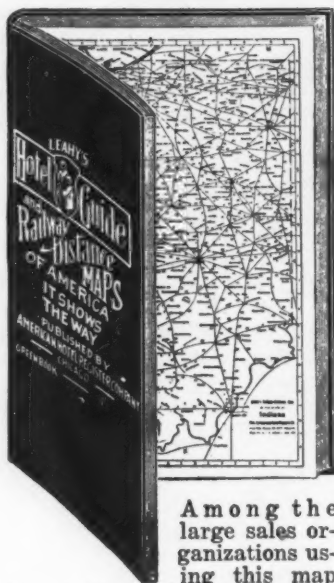
170,000
a Day

LORENZEN & THOMPSON, Inc., Publishers' Representative

NEW YORK—19 W. 44th St.

CHICAGO—People's Gas Bldg.

With the New Census Figures Railway Distance Map—1921 Hotel Guide



Among the large sales organizations using this map for guiding salesmen's operations are The Palmolive Co., National Lead Co., Marshall Field & Company, Swift & Company, U. S. Rubber Corporation, etc., etc.

A completely revised edition of Leahy's Green Book is just off the press. It gives a great number of changes in hotel rates, population figures and traveling information which makes it an essential in the well organized sales department. **NO INCREASE IN PRICE.** We offer the 1921 edition of this sales manager's atlas at the same low price that we sold it five years ago—namely \$5.00 a copy. There are other guides that cost more than that, but none that offer so much for so little. Even if you only refer to it once every day, you will get your five dollars back with interest before the year is over.

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Opposite each State Map is a List of all Towns in the State having a Hotel, and of all Railroad Junctions whether they have a Hotel or not.

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The book contains over 126 pages of vital information for the sales department. It will pay for itself several times over every month.

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We have taken the best features from nearly fifty application blanks and combined them into a composite blank suitable for any kind of business, regardless of how many salesmen are employed. The blank is now used by such concerns as the International Correspondence Schools, The Barrett Company, Palmolive Company, and many other large employers of salesmen.

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THE DARTNELL CORPORATION
1801 Leland Avenue, Chicago

Harnessing the Collecting Instinct

By Waldon Fawcett

Have you any items in your line that won't move? Perhaps they are in danger of going out of style, or they may not be popular sellers, or only novelties. If so then you will be interested in how the concerns cited in this story of Mr. Fawcett's are unloading their sluggish sellers by resorting to strategy. True, there is nothing new about the strategy, but for all that it shows what can be done by capitalizing human weakness.

THE talking machine industry, a line that has, in the past, afforded numerous exemplifications of distinctive sales strategy, is just now contributing a most interesting demonstration of means for the maintenance of buyer-interest. The fundamental problem, here solved is one of the most baffling known to sales technique but nevertheless is one that perpetually confronts the executive who directs the marketing of merchandise that, left to its own devices, is liable to have but transient or temporary appeal. To stabilize and perpetuate interest, the makers of phonographs and other sound-producing instruments have drafted the hobby of "collecting". And the success of this play upon the acquisitive bump in human nature may hold the germ of suggestion for sales managers in many other lines.

Give People the Collecting Habit

Sellers of "talkers" and incidental equipment and supplies have, by capitalization of the instinct of the average individual to hoard and cherish the rare and unusual, attacked, at one swoop, two of the worries of selling. On the one hand, the "collecting" mania has been invoked to sustain consumer interest that, unnourished, would be short-lived or, at best, "spotty". On the other hand, the enthusiasm of hobby riding has been made to help clear the sales atmosphere by absorbing merchandise that, but for this saving grace, would have to bear the stigma of the obsolete or out-of-date. Best of all, the rise of a new school of "collecting" has piled up additional evidence that there is nothing to equal the faddist as a perpetual booster for the particular class of merchandise that, to him, represents "works of art".

The story of Beau Brummel and his waistcoats goes to show that the impulse to "collect" that, active or dormant, exists in all of us, may aid even the purveyors of articles that are relatively short-lived and in the sale of which each transaction is supposedly a closed incident, with no necessary aftermath of service or repeat orders. But what has lately come to pass in the talking machine trade is the more inspiring because it attests the adaptability of the collecting hobby to a line where the profits that sellers draw from initial sales are overshadowed by the profits that accrue from a continuous train of sales of supplies and accessories. Specifically the turnover in talking machines, vast as it is, is scarcely as impressive as the aggregate sales of sound records that are necessary to give per-

petual youth to the mechanical entertainers. It is just one more example of that entailed sales power that puts the profits so much in safety razors as in the blades and not so much in certain office appliances as in the paper, ink, stencils, etc., that are required to operation.

If it were solely a matter of increasing sales of current sound records no talking machine interest would be justified, probably, in fostering or encouraging the "collecting" fad. Popular "hits" in music, alike to fleeting conceits of fashion in any line, will sell to the saturation point forthwith. And there is a steady demand from new recruits. But where the perennial pursuit of collecting gets in its work for the industry is in sustaining interest in the musical instruments. The "silent pianos" in countless homes have been, from time out of mind, a reproach as blind alleys of salesmanship. There is even greater danger that a talking machine will, in the average home, be shoved in the background after its first novelty has worn off. The issuance, at monthly intervals, of new records, presenting new selections and new artists has accomplished wonders, unquestionably, in maintaining consumer interest at concert pitch. But it has been revealed, latterly, that not even a steady procession of novelties can match the collecting mania as a sales stimulant.

Library Books Biggest Sellers

Just as in the book business the steady allegiance of book collectors and library builders may outweigh the spurts of demand for best sellers so is the talking machine industry coming to realize that there is no potentiality that, within its limitations, matches record collecting as a prop for the trade and a sustainer of the interest of customers. Moreover, the fad or hobby or whatever you may please to call it, breaks out in the most unexpected quarters. We have all heard of the eminent jurists and brain workers who find relaxation in detective stories. The writer knows of a man of large affairs who, with the zeal of the born collector, has acquired every record ever made by Sousa's band and every recording of a Sousa composition. When accidental breakage recently cost him a prehistoric record, that is no longer listed, he went to no end of trouble to replace the rarity.

Mention of this last incident brings us to one of the most interesting applications of the penchant for collecting as a stimulus to sales. It is the custom of the manufacturers of sound records to, once a year, revise their catalogues and elim-

inate certain listings, which, for some reason or another, represent dead wood. It is easy to conceive of circumstances under which the disposition of these "cut-outs" might prove something of a problem, with even the possibility that manufacturers might be importuned by retail merchants to take back the cut-outs on hand or sanction their sale to the public at cut prices. Happily, for all concerned, it has been found that, if properly encouraged, the instinct to be a "collector", yea the well-nigh universal human impulse to covet and cherish what is rare or scarce, or what the other fellow cannot get, will take care of the whole problem of "cut-outs". It has come about that distributors of sound records have but to advertise that specified renditions are to be discontinued to precipitate a scramble for them on the part of erstwhile complacent prospects. Indeed, it has happened in some instances that sales have been better under this ultimatum than they were when the articles constituted regular stock.

Making Obsolete Models Pay a Profit

Making the withdrawal of discontinued models pay a premium instead of create a deficit is an achievement that is perhaps unique with the talking machine industry. But inciting prospects to qualify as collectors or connoisseurs by dangling a "limited edition" is a sales ruse that has been used effectively from time out of mind. It is a school of marketing strategy that finds expression in the numbered copies of a restricted edition of a book; in the "signed proofs" dear to the heart of the picture trade; and, to stretch the point a bit, in the production of golf clubs that are guaranteed to be the exact duplicates of the equipment of famous players or tournament victors.

No sales manager, it may be remarked, parenthetically, need hesitate to harness his sales chariot to a hobby for lack of distinguished example. The managers of the world's greatest art potteries, producing ceramic wares of the highest quality, are wont, always, to formulate their production plans with an eye to the demand that may be expected from collectors. And various republican governments of the New World have, in repeated instances, confessedly planned the issuance of new sets of postage stamps with an eye to the revenue that would be derived from the sale of complete series of the uncanceled stamps to the cosmopolitan clan of philatelists or stamp collectors who constitute a dependable consuming public.

The advantage of reinforcing a mere pastime or pleasurable occupation by the

hobby of "collecting" which, in greater degree, spells continuing interest, is attested by the marketing maneuvers of the manufacturers of hand cameras and photographic film, than whom there are no clever sales diplomatists. It would be entirely possible, manifestly, to maintain a gratifying volume of sales to button pressers and amateur photographers, solely by persistent exploitation of picture making as one of the greatest of indoor and out-door sports. That tack, has, indeed, been taken in masterful manner in campaigns such as the one that has glorified game hunting with a camera above the quest with rifle or shotgun. To play on only the one string of photography as a pastime would, however, require the sales managers to frequently recruit an entire new following. Consumers would "grow out of" the enthusiasm for home photography or, with the fickleness for which the American public is famous, the fad of

one season would wane ere the next. Accordingly, the sales strategists in this field have most sensibly sought to put the pastime element into double harness with the collecting hobby, which latter is superior for the long pull. Thus we see the studied effort to induce fond parents to compile "collections" of photographs in home environment of their offspring at successive ages from the cradle stage and the insistent suggestion that the ideal way to derive permanent enjoyment from vacations is to make collections of pictures that will serve later as photographic diaries.

The manufacturers of Ivory Pyralin and other specialties in the field of Proxylin plastics are the latest exponents of a form of indulgence to "collectors" that might be given a far wider range of usefulness than it yet enjoys in salesdom. A study of the market for Pyralin products revealed, particularly in the case of toilet articles and appointments

for milady's dressing table, numerous prospects who could not afford, or for some reason hesitated, to purchase a complete "set" but whose artistic sense nevertheless demanded that their possessions harmonize in design and decoration. The marketers of Ivory Pyralin have tactfully catered to this state of mind by making it possible for customers to purchase, item by item, the articles that will go to make, eventually, a complete toilet set, even as purchasers of dinner china may replenish or supplement their services from "open stock."

Enthusiasts who believe that it pays the sales manager to ring all possible changes on the profitable and prolific "collecting" hobby, argue that book publishers, furniture makers and all other manufacturers of articles that logically range themselves in groups, suites or "sets" might take a leaf from the marketers of Ivory Pyralin. It is argued, for example, that if there were an offering, at a pro rata price, of the individual volumes that go to make up a complete set of the works of a standard or popular author, proper encouragement of the collecting habit could be relied upon to hold in line the great majority of customers and sales would, it is claimed, far exceed the turnover of complete sets. This recourse to the idea of "collecting" would, best of all, enable the sales conservation of the under-estimated proportion of the population which cannot or will not pay cash for a full set of books or complete suite of furniture but which balks just as stubbornly at the prolonged obligation of the partial payment plan of purchase.

One Way to Dispose of the Tough Customer

A Buffalo sales manager instructs his salesmen to arrange to call on at least one or two of their toughest prospects every day. He also tries to get them to make a special effort to call on some "tough" prospect just after they have closed a good sale.

"When a salesman puts over a good sale he is going to do one or two things; loaf the balance of the day or go right out and find a hopeless prospect and sell him. I try to encourage my men to make use of the enthusiasm generated by a good sale to help them sell the hardest prospects they have."

Too many sales manuals are written by men who have had no recent experience in selling the goods about which they are writing. A consulting sales manager recently refused a large sum to write a sales manual unless he would be permitted to go out and sell the line for three months. And this man was a fine writer too, and could have probably written a manual which would have looked like "great stuff" to the men in the office, but which would not have rung true to the men actually out on the road selling.

The only time that really counts is the time you spend face to face with the buyer.

GRAPHIC MARKING DEVICES -

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MAPS
AND
CHARTS



Every Salesmanager Needs EDEXCO DEVICES for keeping Graphic Records

Compare sales with quotas—locate agencies—check credits—tell where men are—ALL AT A GLANCE.

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Color runs clear through. Will not peel, chip, nor scratch. 2 sizes—5 shapes—16 colors.
Edexco Pins make your sales map tell the truth

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You Have a
Standing Invitation to

Call and Inspect
Our Plant

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Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

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The best quality
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One of the largest and most completely
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Printing and Advertising
Advisers and

The Co-operative
and
Clearing House

for Catalogues and
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

Catalogue and Publication

PRINTERS

ARTISTS—ENGRAVERS—ELECTROTYPERS

Make a Printing Connection with a Specialist and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

OUR SPECIALTIES

- (1) Catalogues
- (2) Booklets
- (3) Trade Papers
- (4) Magazines
- (5) House Organs
- (6) Price Lists
- (7) Also Such Printing as

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Our Complete Printing Equipment, all or any part of which is at your command, embraces:

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ENGRAVING
DESIGNING
ART WORK

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Proper Quality

Because of up-to-date equipment and best workmen.

Quick Delivery

Because of automatic machinery and day and night service.

Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

We are strong on our specialties
Particularly the Larger Orders

USE NEW TYPE

For CATALOGUES
and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and
Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing
Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Rogers & Hall Company

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE



EDITORIAL

Stiffen Up the Price Policy

The editorial in our February issue pointing out that price cutting alone won't start buying has provoked both criticism and praise. Some manufacturers are of the opinion that buying will not begin on any large scale until prices get back to pre-war levels. Others point to numerous lines where prices have been cut and still the orders are missing. We want to repeat that we have contended from the beginning of the price slump that while price adjustments are necessary and must be made, nothing is to be gained by panicky price-cutting. The seller who cuts below manufacturing costs, hoping for labor cost reductions later in the year, is taking a long, long chance. He may win out. But what is more likely the more he cuts prices now the more he will have to raise them later on, and raising prices this fall is going to be quite different from raising them last fall. We believe it would help the business situation decidedly if manufacturers discontinue the practice of quoting lower prices except for immediate acceptance. In other words instruct your salesmen not to leave any prices unless an order goes with them. We further believe that the manufacturer or jobber who has not the backbone to do this, but who goes about the country quoting prices far below cost, is not going to get any more orders, but is going to put himself and his salesmen in a nasty position when things pick up because by that time he will have established a low market rate for his line. Sales managers must remember that the farther the pendulum swings one way the farther it must swing back. When business does pick up, and it already shows signs of doing so, it is going to pick up with a rush and the manufacturer who has cleaned out his stock at panic prices is going to be without enough stock to take care of his trade.

Great Pilots Are Not Made In Smooth Waters

In connection with gathering figures for use in the new Dartnell Sales Index—which will show the rise and fall of sales in the same way that the Bankers' Commodity Index shows the rise and fall of prices, some appalling losses were returned by concerns co-operating with us in getting out the index. In some lines the percentage below normal ran as low as 80 percent. Fifty to sixty percent below was common. In the face of such losses it is not surprising that some sales managers are disheartened. Coming as it does after a steady string of gains nearly any human being would be disheartened. But

when the figures are all averaged up it will be seen that your loss, bad as it must seem, won't be so very far below the average, and it may be above it. In either case it is well to remember that great generals are not made in the war college, neither are great pilots made in smooth waters. The new conditions confronting the sales manager can be either his Waterloo or his Montenotte—according to what he makes them.

Give the Sales Manager Room to Fight

A large Eastern hardware jobber asks if there are any wholesale houses that employ a general sales manager. He explains that it has been the custom of his firm to put the salesmen directly under the general manager and subordinate them to departmental buyers. This scheme of organization worked fine during the war, but seemingly it leaves much to be desired under the new conditions. Our answer is that no man can hold down two jobs at the same time and do justice to both. Managing a force of salesmen, particularly jobber's salesmen, is a big job for a big man. It cannot be done properly by the general manager in his spare moments. In fact we will even venture the opinion that those jobbers who do not recognize this principle will soon make way for those who do. A good illustration is Reid-Murdock & Company of Chicago. This concern travels a very large force of men and they are under the direct control of a general sales manager. This executive devotes all his time to devising ways and means for getting maximum production out of his men. He does not proceed on the exploded theory still in vogue among the more timid jobbers, that salesmen are sacred and must never be crossed. As a result Reid-Murdock have come through the period of falling prices in far better shape than any other grocery jobber that we know of.

But, replies the jobber: "We have tried your general sales manager plan and there is nothing to it." Pinned down to facts he will tell you that he took one of his salesmen and promoted him to sales manager giving him a \$5 a week increase. The sales manager stuck a lot of tacks in maps and spent the rest of his time trimming down salesmen's expense accounts. Of course, he didn't pan out. How could he? A wholesale house must be willing to pay \$6,000 a year and up in order to get a man with real sales skill and training. And when it gets such a man it must not ham string him with a maze of petty detail. Give him room to use his fists.

COMMENT



Quotas That Don't Mean Anything

A Duluth subscriber is puzzled as to how much he should cut his salesmen's quotas this year. "A salesman covering a territory in 1919 had a quota set for \$25,000. Taking into consideration reductions in price and possibly further reductions, what would you say would be a fair amount of quota for this year?" We don't know, and we don't think much of this popular idea of reaching up into the atmosphere and pulling down a quota. It is just this sort of thing that makes quotas the laughing stock of sales organizations. A quota to mean anything at all must be based on facts. Preferably it should represent in units (not dollars) the amount of business which a given territory should produce under normal conditions. Once determined it should only be changed as territory conditions, competition or the thing being sold changes. This, however, is an ideal that it is seldom possible to attain in practice. There are few concerns that can determine with any accuracy just what the potential sales yield of a territory should be, and too, the psychological effect of too big a quota should be considered. Consequently the quotas in general use today are a compromise of what the territory should yield and what the salesman can reasonably be expected to produce. Most concerns, like our Duluth correspondent, use the dollar and cents quota determined by the previous yield of a given territory. In a period of unsettled prices such as we are now entering, such quotas are worthless from the standpoint of measuring sales accomplishment as well as from the standpoint of being an incentive to a salesman. Now is a good time to have a quota house-cleaning. Why not revise quotas on the basis of the new census figures, put them on a unit of sales or tonnage basis and let them mean something?

A Chance for Real Sales and Credit Team Work

Credit men regard as significant the fact that there were over three times as many failures, and eight times the liabilities, this January as there were for January, 1920. It indicates that big business has gone through the worst, and that the smaller firms are now going under. Quite naturally credit sharks are tightening up on credits to the smaller concerns, which is excusable but to our mind a dangerous policy if applied indiscriminately. The very fact that it is hard for the small buyer to get credit accommodation, affords an excellent chance for a seller to entrench himself in a buyer's good graces by extending a helping hand in his hour of need. Judge-

SALES MANAGEMENT

ment, of course, must be used in doing this, but there are any number of capable customers, men who know their business and possess better than average business judgment, who are pretty good risks even though their quick assets do not outnumber their quick liabilities two to one. You can afford to take a chance on most of these accounts. The chances are ten to one that you will get your money, but even if you do lose one out of three, the number of life-long friends you will make as a result will more than off-set the loss. More than that, it opens an avenue of sales that is not to be despised in times like these. More than one big business house in this country has been built up by a sales policy that aimed to pick up the business which a long established competitor had turned down as an undesirable credit risk!

—o—

The Chief Executive Dusts Off His Selling Equipment

A veteran hotel clerk observed the other day that never has he seen so many big business men on the road. Study the crowds in any hotel lobby patronized by travelling men and in place of the young faces of last year you will find men of advanced years who quite obviously are men of affairs. It is a sign of the times. The men who put the business on its feet are forsaking their mahogany desks and once more going out after business. The president of a \$5,000,000 wire company, a man who is easily worth a million dollars in his own name, told us the other day that he was leaving for a two-month trip through the mining country in an effort to unload stocks of wire rope that are backing up in his warehouse. Similarly the head of a big hardware company has surrendered the management of the business temporarily and will put in the next few weeks personally calling on New York architects. And it isn't going to be any club luncheon trip either. He is going to take his portfolio in hand and start in at the top of the building and work down just as his newest salesman would do. These are not isolated cases by any means, the same thing is being done in a thousand concerns. It is one of the best things that could possibly happen to promote the cause of more efficient sales management, for after the head of the business has done a turn or two on the road he will come back to the office with a new perspective. He will, for one thing, have a higher respect for his sales manager and for his sales force. He will realize as he never realized before the obstacles that his selling organization has to meet, and will bend his efforts to help overcome them.

National Salesmen's Training Association
CHICAGO, ILLINOIS

Suite 515-27 Monadnock Building

National Salesmen's Training Association, Employer's Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members
of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many?.....

Territory

Firm City.....

Street.....

Line..... Manufacturer..... Wholesale House.....

The Coupon Will Put You in touch with a Good Salesman

Good Salesmen are yours to command—and when we say GOOD we mean it. For the past fourteen years we have been supplying America's leading Manufacturers and Wholesalers with Salesmen—not as an Employment Agency, but as an Educational Institution that specializes in training men for positions as City and Traveling Salesmen and in rendering a definite and FREE SERVICE to Employers in securing Salesmen.

May we help you? If you need one good Salesman, ten or twenty, there is no doubt but that we can. And here is the reason: The men who have enrolled with us have proven they are ambitious and progressive. Many of them have had Selling experience—the others have been well trained in the Fundamentals of Scientific Salesmanship. They are all clean-cut fellows ranging in age from 18 to 60, and every one of them is selling or anxious to get out and sell.

Send for a Sample Copy of Salesology

If you haven't seen a copy of Salesology then you have missed a treat. It is, without a doubt, the liveliest, peppiest little publication in the class field. Already several thousand endorsements of the highest type are in our files and we are proud of them.

Send for a sample copy. Give yourself a treat. Spend an hour with this remarkable publication. Then, if you want more, it will only cost you one dollar a year.

Hundreds of concerns are subscribing for bulk lots to distribute to their salesmen. So there must be something to it.

No Cost or Obligation

No matter what your requirements are, we are in a position to take care of you. We have listed with us Salesmen of all types and nationalities, experienced and inexperienced. They have had practical experience in all lines of business and have added to their previous qualifications a thorough knowledge of Scientific Salesmanship.

In accepting this Service you do not obligate yourself to employ those we recommend to you. We refer to you only those whom we consider are especially qualified to sell your line, and, if you so designate, will recommend only those who have had practical experience. There is ABSOLUTELY NO CHARGE—either to you or to our Members.

Many N. S. T. A. Members today are "star" producers for leading Wholesalers and Jobbers—and we have just as good men to refer to you as we have had in the past. They enrolled with us to better themselves—and you will find no keener Salesmen no matter where you look for them. AND THEY KNOW HOW TO SELL.

*Just fill in and mail the Coupon above
or write us in confidence*

National Salesmen's Training Association

No. 53 West Jackson Boulevard

Chicago, Ill., U. S. A.



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

When Good-Will Is Established In a Trade Name

Cleveland—We have been in this business about nineteen years and have always used the word "Fairsex". About seven years ago or thereabouts we had it registered. We have found out that there is a concern in the city of New York who call themselves the Fairsex Company. According to our idea a firm cannot use the same name as their competitors in the same line of business and have protection from the Government.

Even our mail comes to us addressed "The Fairsex Company". However quite often errors have been made when merchants have shipped us merchandise, addressed to New York. Of course, the mail proposition is only a secondary consideration, but we cannot see how they are allowed to use the name.—N. D. & S. Co.

Our correspondent is quite correct in the impression that the United States Government will not sanction the simultaneous use by two concerns of a trade name that can qualify as a technical trade-mark. But it is possible that this correspondent has misconstrued and overestimated the function of Uncle Sam in the premises. Literally, the government takes the initiative to prevent confusion in trade only when a later comer seeks to register a mark already credentialled to a prior user. Under all other circumstances it rests with the originator of a trade name to take the steps to protect his good-will, albeit the government will support him in his effort.

Take the specific case upon which attention is here focused. With "Fairsex" duly registered to a Cleveland firm, the officials at the Patent Office, if they are as vigilant as we expect them to be, will not register the same name for the same class of goods for a New York concern. But our correspondent's letter seems to indicate the probability that the New York firm has used the trade name only as a part of its corporate title and has never sought to obtain a trade-mark registration. Under these circumstances the clash of interest has not been brought to the attention of Uncle Sam and it would not be his province to interfere, anyway. That is the responsibility of the trader whose good-will has been invaded. Inasmuch as the aggrieved party has registered his mark, the government makes it easy for him to seek redress by giving his recourse to the Federal courts for an action for trade-mark infringement or for unfair competition, according to the circumstances and the preference of the complainant. But Uncle Sam does not "start anything", as the saying is. Or, at least, the Patent Office nor the Department of Justice will not take the initiative. If an owner of cherished good-will wishes to have Uncle Sam undertake its protection, rather than to employ attorneys of his own, then must he lodge a complaint with the Federal Trade

Commission. And action by that body will be based, inevitably upon unfair trading, for the Federal trade body does not take cognizance of trade-mark infringement as such.

Incidents such as the addressing of mail which our correspondent recites may serve as worth-while evidence to attest the existence of good-will and should be made matters of record. It is only just, however, to emphasize that to establish a case of unfair competition it is vital to show that the competitor sought to pass off his goods as those of the good-will owner or, at least that the effect of the similarity of names was to cause confusion and mistake in the minds of everyday purchasers of the wares.

Taking up yet another angle of the case of "Fairsex", it may be noted that all the circumstances, including the unopposed registration of the name, indicate that the Cleveland concern is unquestionably the originator and first user of this exponent of good-will. But warning must be given that the circumstance of registration is not infallible evidence of right of possession. If, by any rare chance, the rival user of "Fairsex" were able to prove that, although he had never registered, he had used the name in a trade-mark function more than nineteen years ago he would have a superior right and could even ask for the cancellation of the registration granted to a later comer. Moral: Before you ask Uncle Sam's aid to vindicate your good-will, have, at your finger tips, all the facts as to the initial use of the trade name you seek to monopolize and also all the evidence you can unearth as to the date of adoption and first use by the contender for trade who has invaded your good-will.

Supreme Court to Define Limits of Corporate Name Monopoly

Nashville, Tenn.—We are desirous of taking steps to protect the good-will represented by our corporate name but, by reason of technical points involved, our attorney advises that we defer action until the Supreme Court of the United States has handed down an opinion in the case of the American Steel Foundries. Can you inform us, briefly, just what question is involved in this case?—M. & C.

Popularly expressed, in a nutshell, the highly significant case now pending in the highest court in the land involves the question whether prior adoption of a corporate name in one field of trade should operate to debar the use of corporate names, similar as to the main feature, in other fields of trade. Specifically, the bone of contention in this test case is the word "Simplex". American Steel Foundries would like to make use of this name for the identification of brake riggings, etc. But the Com-



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10th St. at 4th Ave.
MINNEAPOLIS, U. S. A.

Largest and Finest Hotel in the Northwest

Unexcelled Cuisine—Excellent Food at Reasonable Prices

One Full Block of Beautiful Lobbies and Amusement Rooms

TARIFF

75 Rooms with Bath, \$2.00 for one person
\$3.00 for two
325 Rooms with Bath, \$2.50 for one person
\$3.50 for two
200 Rooms with Bath, \$3.00 for one person
\$4.00 for two
Others with Bath, \$4.00 to \$10.00

Sales Management

is the only publication in its field belonging to

Audit Bureau of Circulations

Gross Circulation
March Issue

8,100 Copies A. B. C.

Advertising Rates
Full Page, \$75
Half Page, \$40

missioner of Patents has objected on the ground that such use would be an invasion of the good will of the Simplex Electric Heating Company which supposedly "saw it first", though in a trade sphere more or less removed. The fine point involved, and upon which the Supreme Court has consented to pass, is whether there can be conflict between corporate names when the goods of the respective concerns are clearly distinguishable, one from the other, and when there is no possibility of a confusion of the merchandise emanating from the two sources where the same key-word appears in the corporate titles.

Good-Will Does Not Know the Narrow Boundaries of Trade-Mark Registration

Boston, Mass.—In our production of a distinctive line of textiles we are somewhat perplexed how far we can go in the protection of our good-will throughout the whole length and breadth of the textile field, and allied trade lines. As we understand it, if we register our trade-mark in the class of "knitted, netted and textile fabrics", there would be nothing to prevent registration by another in the class of "thread and yarn" or in the class of "fancy goods and furnishings"?—A. R. & C.

If you are prone to restrict your protection of good-will to the formality of trade-mark registration the predicament you portray has its menace, but why depend upon trade-mark certification alone? There are available other worth-while forms of good-will insurance and your concentration on textiles open to you,

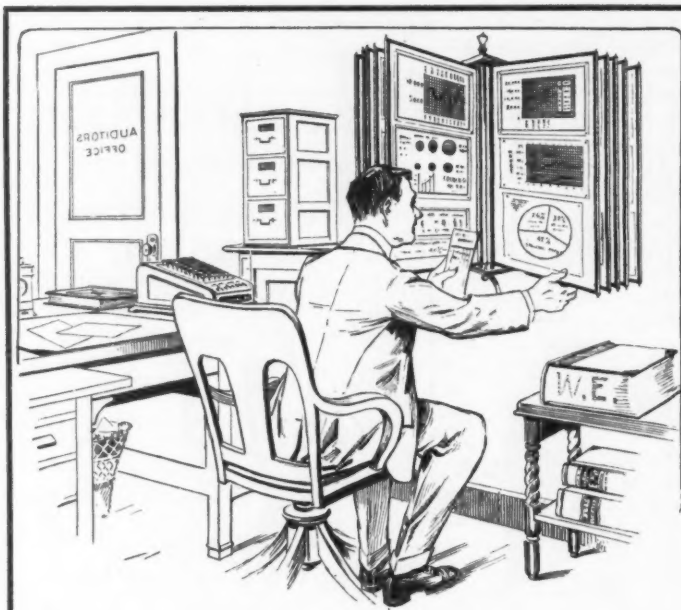
under most auspicious conditions, a particularly serviceable but too often overlooked means of good-will fortification, viz, the design patent system.

The possibilities of design patents as a bulwark of good-will are brought prominently to mind, upon receipt of this inquiry, by a recent experience of Cheney Brothers, the silk manufacturers, a firm, by the by, that is a model for all American sales interests in the variety and vigilance of its good-will protective policies. Some time since, as the story is related by Mr. Horace B. Cheney, the Cheney firm put out a distinctive line of printed, decorated silk fabrics. As is customary with such lines, the best return from the sale of the novelties was not expected until the second year. But, ere three months had elapsed, a salesman of the firm, scouting on Fifth Avenue in New York, found in a retail store a line of cotton goods of Japanese manufacture that were a direct copy of the Cheney novelties in weave, design, etc. The upshot of the matter was that the Cheney sales manager convinced the merchant who was a party to this invasion that he had best donate the imitative fabrics to charity. But the Cheney argument was persuasive because Cheney had patented all of the designs that were counterfeited. Here, we have, let it be emphasized, a case where there was frustrated a raid upon good-will, even though the wares involved were not precisely parallel in a physical sense nor, perhaps, competitive, if we do not feel that cotton can vie with silk in the estimation of consumers.

What Too Much Emphasis on Calls Did

Holding men to a sales quota is a much better way to secure work, than insisting that they make so many calls each day. A Cincinnati sales manager tells about a rule once in effect in his house requiring a salesman to make and report eight calls each day. He found that some of the men were so careful to make the eight calls each day that they almost forgot to get orders. This rule was placed in effect by the president who had practiced it when a salesman himself. But one day he found a salesman in a theatre at three o'clock in the afternoon—he had spotted the sample case in the lobby. But the salesman felt that he was not to be called down for wasting time, because he had made eight calls that morning, three of which resulted in orders. From that day on the rule about eight calls a day was rescinded. Each man was told in dollars and cents what he was expected to produce, and that figure was made high enough so that he would have to make a sufficient number of calls each day.

Cleveland garment manufacturers report an increase in business. One or two of the leaders are working at full capacity, and all are practically on a normal basis. Business began picking up early in January, they state, and continued to get better.



UNIVERSAL DISPLAYORS with leaves turning like the pages of a large loose-leaf book give executives and all others the means of securing the efficiency in visualization that centralized control demands.

We manufacture over 400 different models. Write for information at once. We can solve your problem.

Universal Fixture Corporation
135 West 23rd Street, New York

TAKE A SHORT CUT
with a **UNIVERSAL DISPLAYOR** and keep important information at your finger tips.

Avoid the old method of "hunting" through desks, cabinets and files.

UNIVERSAL DISPLAYORS are ideal for visualizing maps, charts, graphs, posters, surveys, pictures and printed matter.



Editor & Publisher for January 15, 1921

THE ROUND TABLE

[Conducted under the auspices of the National Association of Newspaper Executives,
the newspaper department of the A. A. C. of W.]

WINS FIRST PLACE AS RETAILER PUBLICATION

The World Retailer



A DIGEST OF MERCHANDISING IDEAS

Vol. 2. (Continued from Vol. 1, The New York World)

New York, September, 1920

No. 9

PRESENT BUSINESS CONDITIONS AND THE WAY OUT

*Read What a Big Man in Business Says About the Causes of Business Depression
and the Only Way to Avoid Hard Times. Every One Must Return to the Ideal
of Real Service and Produce More if High Wages Are to Be Maintained.*

McKesson & Robbins, Inc., now have over two thousand employees on their payroll. This fact is significant when considering what Mr. Norvell says in the interview given below, regarding the relation between lower prices and continued high wages.

Saunders Norvell began his business career at the age of seventeen in a wholesale hardware store in St. Louis. He rose rapidly to be sales manager and then became the head of a large and successful hardware business of his own. Nine years ago he sold this business to his employees and retired, spending the next few years in Europe. Later he was elected chairman of the board of McKesson & Robbins, Inc.

This little outline is not printed here in compliment to Mr. Norvell, but to show that he is in a position to know what he is talking about, and his broad experience lends weight to the expression of what he believes to be the only way to strengthen the structure of business and prevent its impending collapse.

Mr. Norvell says that commodity prices can not come down while most of the factors of cost stay up. Merchants are well supplied with stocks purchased before the recession was considered and they will hold them until consumers need them and will pay prices that will yield the merchant a profit. The up-to-date merchant is a member of an association and the associations have exerted a wonderful influence toward making better merchants of them, taught them better methods of accounting and stock keeping and trained them to make a profit.—The Editor.

The average retail merchant is not a student of general conditions nor a political economist. "A primrose by the river's brim" is to him, indeed, a simple primrose. He knows some things about his own particular business and its problems, and all his desires and efforts are toward making

You know what has just happened there.

"Is printing or paper any cheaper? Not yet, and no immediate prospect of any reduction in either item."

"Are containers—paper, glass, tin, etc. down? Not this year. Up all over."

THE New York World was awarded first place in the symposium of retail publications made by a secret committee of the National Association of Newspaper Executives.

None of the judges in the symposium have any connection with the papers upon whose publications judgment was passed.

It is hoped by the directors of the National Association of Newspaper Executives that this symposium will lead other papers to issue publications of this kind.

Newspaper advertising can be built by such methods. Foolish practices of actually giving away printing, space, stamps, etc., followed by some of the papers, can be eliminated by the publishing of a house organ such as this, which at the same time will go forward building up.

There is only one advertising medium that will really move the goods from the shelves of the retailer to the house of the consumer and that is the newspaper.

Chart Stationery for Your Business 10 Ideas For Your 6 Best Men

Don't Pass This Advertisement Until It
Has Been Noted by

Your Sales Mgr. ☐
" Advertising Mgr. ☐
" Production Mgr. ☐
" Purchasing Mgr. ☐
" Credit Mgr. ☐
" Auditor ☐

Practical business men and leading University Professors have perfected ready for your "instant use" chart stationery to fit your business. There are 10 forms—standard size 8½ ins. x 11 ins.—they fit any standard 3 ring I. P. Binder. Among them we have U. S. Outline Maps and States—State Outline Maps by Counties—Yearly Unit Graphs—Monthly Units—Five Years by Months—One Year by Weeks—Months by Days—Weeks by days and hours—Logarithmic and the famous 100% Circle Chart principle. Over 100 concerns are already using them successfully.

A sample of each including a copy of "How to Chart" will be sent you on receipt of 10 two-cent stamps. This is the time of year to start applying these 10 principles—ask your stenographer to write us today addressing BUSINESS CHARTING INSTITUTE, 1521 Kesner Building, Chicago, Illinois.

How You Can Double Your Working Value and Speed Up Your Business with a "Ready to Use" Charting System

Correct charts quickly executed on scientifically prepared forms tell a business story quicker and truer than it can be told with words or figures. In fact it is just as necessary today to have a good charting system in your business as it was necessary to know how to read and write 50 years ago. Besides the scope of the application of charting is almost unlimited—Charts have been successfully applied as follows:

Analyze by charts	Increase your income by charts
Buy by charts	Promote yourself by charts
Convince by charts	Learn business principles by charts
Decide by charts	Manage by charts
Think by charts	Prove by charts
Study by charts	Read by charts
Work by charts	Invest by charts
Teach by charts	Organize by charts
Sell by charts	Talk by charts
Plan by charts	Advertise by charts
Save by charts	

Charting as a Vocation Add \$1000 to \$2000 to Your Salary

The man or woman who has a desire to succeed can do so quicker and more surely with charting. All that charting will do for a Business it will also do for the man or woman who understands and applies Charts.

So that every ambitious employer and employee may learn more about charting, we have prepared a booklet called "HOW TO CHART"—Also samples of "Instant Use" Chart Stationery. Send for it today. Enclose 10 2c stamps. Address Business Charting Institute.—No. 5 North Wabash Ave., Chicago, U. S. A.

--- "HOW TO CHART" COUPON ---

BUSINESS CHARTING INSTITUTE
1521 No. 5 North Wabash Ave., Chicago, U. S. A.

Gentlemen:

☐ Enclosed please find 10 2c stamps.
☐ Please send me a copy of "How to Chart" also samples of your "Instant Use" Chart Stationery.

Name _____

Street Address _____

City _____ State _____

Business Occupation _____

SALES MANAGEMENT



Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



RUSSELL J. HENRY of R. J. Henry Company, offices and supplies, Chicago, has disposed of his interests in that business to become Chicago district sales manager of D. Robinson & Sons, Detroit, manufacturers of washed and sterilized wiping cloths and allied lines, such as cotton and wool waste.

WILLIAM ELLIOTT PHELPS, formerly district sales manager for the Haynes Automobile Company, Kokomo, Indiana, has been appointed general sales manager.

Announcement is made that A. D. GRAVES, who, for the past three years has been manager trade sales of Pratt & Lambert, Inc., with headquarters at Buffalo, has been appointed general manager of the company, a position formerly held by President J. H. McNULTY. Mr. Graves joined the organization as a salesman in 1908.

S. L. WARNER, who has been vice president and general manager of The National Tire & Rubber Company of East Palestine, Ohio, since 1917, has resigned and will re-associate himself with the Robinson Clay Products Company of Akron, Ohio, as general manager of one of their subsidiary companies, The Clearfield Sewer Pipe Company, Clearfield, Pa. Mr. Warner was formerly an executive at the company's general offices at Akron.

A successor for Mr. Warner's position has not yet been named by the National directors.

PAUL H. NYSTROM, sales manager for the International Magazine Company, New York, and the author of various books, including *Retail Selling and Store Management*, *Economies of Retail Selling*, etc., has been appointed director of the Retail Research Association at 225 Fifth Avenue, New York. Mr. Nystrom succeeds ALVIN E. DODD, who has served as director since the establishment of the association in 1917, and who now goes to Washington as manager of the Domestic Distribution Department of the U. S. Chamber of Commerce.

FRANK J. COUPE, sales manager of the Sonora Phonograph Company, Inc., has been made a vice-president of the company. Mr. Coupe has been connected with the company almost since the beginning, first as advertising director and later as manager of sales.

J. A. JANNEY, the new sales manager of the Torrington Company, National Sweeper Division, has had wide experience in the electrical specialty field, both with the General Electric Company and

the Western Electric Company, and goes to Torrington, Conn., from the company's western sales organization at Chicago.

ROY D. MOCK of the service department of the Bert L. White Company, Chicago, a direct advertising service, has been made sales manager.

L. E. BUXTON has severed his connection as sales manager of the John F. Jelke Company, Chicago, manufacturers of Good Luck Margarine, and is now connected with the Glidden Nut Butter Company, churners of Dinner Bell Nut Margarin. The John F. Jelke Company has not yet announced Mr. Buxton's successor.

Effective March 1st, W. R. BUTLER will be succeeded by L. B. CLOUGH as sales director of M. E. Smith & Company, Inc., Omaha. Mr. Butler has not announced his plans.

FRANK L. DEVINE has joined the organization of the Durham Hosiery Mills, New York, having severed his connection with the New York office of Butler Brothers, mail order house.

L. E. BURRELL, formerly sales manager of the Watson Products Corporation, Canastota, New York, has been made sales manager of the Larrabee-Deyo Company, truck manufacturers at Binghamton, N. Y.

CHESTER H. HARRIS will become sales manager for the National Blank Book Company of Holyoke, Mass., on March 1st. Mr. Harris was formerly associated with Procter & Gamble in a sales capacity.

The Oldfield Tire Company of Akron, Ohio, announces the appointment of DICK JEMISON, as advertising and sales promotion manager. Mr. Jemison was for a number of years on the editorial staff of the Atlanta Constitution, and for the past year was in charge of sales promotion for the Miller Rubber Company.

T. B. BLAKISTON, formerly a district sales manager for the American Hammered Piston Ring Company, has been made general sales manager, replacing J. H. QUACKENBUSH. S. A. BARCLAY will assume the sales management of the district formerly controlled by Mr. Blakiston; and A. M. Merrifield has been placed in charge of the Western and Chicago sales districts, succeeding D. T. PREYER.

The Jobber as a Factor in Marketing Hardware

(Continued from Page 294)

in promoting the specification or selection of their particular lines.

On small buildings, it is said that the jobber and retailer follow a similar plan except on a smaller scale. The work usually requires a knowledge of blue prints and there are some distributors, specializing on building hardware who are particularly successful.

The enormity of the jobber's selling organization is shown by the following figures. There are approximately 48,000 hardware dealers and about 6,000 jobbing salesmen. Granting that a salesman can make four calls a day it will be seen that every day in the year 24,000 merchants are visited by jobbing salesmen—in other words every other dealer is called on each day by a jobber's salesman.

For a manufacturer to call on the dealer one-third as often as a jobber's salesman it would be necessary to have at least 200 salesmen to cover the country. This figure is arrived at after eliminating the duplication of calls. It is estimated that there are only eight retailers for every jobber's salesman, and a manufacturer would not find this duplication of calls necessary for his own organization.

The 200 salesmen would cost in the neighborhood of \$1,000,000 a year to operate, allowing each only \$2,000 a year for salary, and ten dollars a day for all expenses. In view of this fact can a manufacturer begin to compete with the jobber for cheap selling expense? It appears not, even after eliminating the many extra calls that the jobber's salesmen can make.

That many hardware jobbers are aggressive in pushing sales is noted from a recent 20-page special issue of the Tampa Daily Times devoted exclusively to the Tampa Hardware Company, a wholesale hardware concern of that city.

In co-operation with the manufacturers this entire edition was used in boosting the sale of hardware, and in lending an optimistic flavor to business conditions. This issue was mailed to every merchant in the trade territory covered by the company. They have also been running full page advertisements in the papers of their city, advertising the retail hardware merchant, and his relation to the progress of the state. It is said that this effort has brought excellent results in bolstering up pessimistic dealers, and in generally increasing the business in the hardware line.

This firm started in 1900 as a retailer. Their retail business grew, so that they started wholesaling. In 1914 they abandoned their retail business entirely. They now do over a million dollars a year divided as follows: \$500,000 hardware, \$250,000 talking machines, \$150,000 auto accessories, \$100,000 sporting goods, \$100,000 hotel supplies.

The hardware jobber is an increasingly important factor in the distribu-

tion of sporting goods, auto accessories, and electrical products—many of them now having, or contemplating special departments for these lines.

The jobber is, and always will be, the dominating factor in the distribution of hardware, and any manufacturer contemplating direct selling had best devote his time to ways and means of enlisting the jobber and his salesmen as active assistants in the distribution of his wares.

After thirteen years' connection with the Remington Typewriter Company, W. L. STICKNEY has resigned as manager of the Chicago office. On March 1st he will become vice president and general sales manager of the American Bank Machine Company with headquarters in Chicago.

New Yawman & Erbe Sales Manager

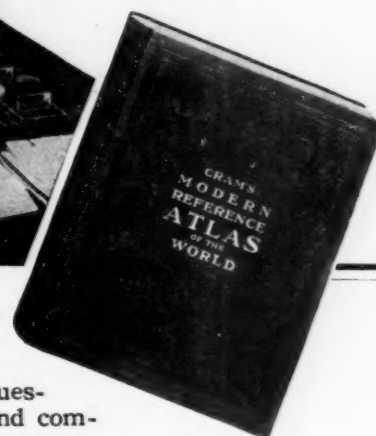
FRANCIS J. YAWMAN has been elected sales manager of Yawman & Erbe Manufacturing Company by the board of directors, assuming the duties of CHARLES SLEMIN whose ill health has compelled him to relinquish his duties. Mr. Slein however, continues vice president of the company. Mr. Yawman whose business career with "Y & E" began in 1898, became a member of the official company as secretary ten years ago.

J. A. LEMMON has resigned as manager of the Chicago office of the American Writing Paper Company, and as yet has not announced any further connection. A. CAREY HULS, formerly manager of the Cincinnati branch, has been appointed to fill the vacancy.

A Volume of Valuable Information



Size 12 x 15 in., 496 pages, with nearly 300 pages of maps. 90 double page maps of States and large cities of U. S., and of foreign countries. Carefully prepared index of 250,000 places—150,000 in U. S. Printed on finest quality heavy map paper—bound in buckram.



The new census edition of Cram's Modern Reference Atlas is a veritable storehouse of valuable information. It answers practically all questions of geographical information and commercial statistics—questions that are constantly arising in every office, home, school and library.

CRAM'S MODERN REFERENCE ATLAS

THE STANDARD SINCE 1867

This year—of all years—you need a new atlas. The new census statistics of the U. S. and the many recent changes in the maps of Europe, Asia and Africa make the new Modern Reference Atlas a work of unusual value. An entirely new set of maps, large scale, clearly engraved and judiciously colored, has been specially prepared for this edition. The descriptive matter has all been rewritten and brought down to date.

Special Features of the New Modern

Special features include the Descriptive Gazetteer—a history of each State and country, giving data on soil, climate, resources, progress, population, principal cities, etc.; large double page maps of States and foreign countries, and of principal cities of U. S.; general resume of postal, cable and telegraph information, etc.; topographical and geological maps, biblical and historical maps, statistics on commerce and finance, military and naval strength of the nations, etc., etc.

Price \$19.50, prepaid anywhere in the United States.
Descriptive circular with sample maps sent on request.

THE GEORGE F. CRAM COMPANY

Atlas Headquarters—Established 1867

115 N. Market St., Chicago

119 Nassau St., New York

When the Sale Runs Into Big Figures

(Continued from Page 284)

endorsement, and we're almost sure of closing up at least four of them. Furthermore, every one of the 27 inquiries that we failed to 'close' is getting a full report of each successful case and we'll find some of them before we get through.

"To sum up, these letters have been successful in creating the kind of interest we wanted to create, and from the very best and most responsible concerns in the East. Of course, they represent only a part of the campaign, as I am fully convinced that, in a proposition of this character, the follow-up is even more important than the circularizing. Our follow-up consisted only of letters, all carefully typewritten, and each one especially written covering the prospect's own conditions."

What has been done for boiler cleaners can be and has been done for fertilizers, adding machines, check protectors, filing devices, and a myriad of other lines.

Schott Resigns

HENRY SCHOTT, vice president, in charge of sales and advertising for Montgomery Ward & Company, Chicago, has resigned, effective March 15th. Prior to his joining this mail order house he was a member of the Ferry-Hanley-Schott Advertising Agency of Kansas City, and is well known for sales work in connection with various lumber associations.

"Would not miss a single issue of Sales Management. Every issue is instructive." N. W. Baldwin, Stromberg-Carlson Tel. Mfg. Co., Toronto.

How One Sales Manager Killed off the Special Order Evil

A nationally known sales executive who is famous for pulling concerns out of the rut finds that in many lines the business is severely handicapped by too many products, few of which have any real distinction or which command a volume of business sufficient to warrant keeping them in the line. This man found a large ammunition factory making 18,000 different loads for sporting shells. He found that the company in its desire to render a genuine service had catered to every whim and notion of sportsmen, and every time they had requested a certain load it had been furnished with the result that the manufacturing was becoming unprofitable due to the constant changing of the loading machines to take care of the 18,000 different loads. Careful study of the actual needs for all conditions of shooting proved that 90 different loads were sufficient for all purposes. These were called "Standard Loads" and it was explained that they were sufficient for practically every purpose. This thought was drilled into the salesmen, and an extra charge was made for special loads. Now this business gets along with these standard loads much better than formerly with 18,000 and instead of the machines being idle 40% of the time while changing loads they now have 396 machines working steadily, and only 5 machines loading "specials".

"Just received Volume 2 of Sales Management. It certainly is just brimming over with splendid ideas and some very practical ones, too. I would like to have you send me Volume 1 if you have any on hand." E. J. Anderson, Dist. Mgr., The Fuller Brush Co., St. Louis.

"Sales Management is looked forward to with considerable pleasure since its columns always contain business problems common to all. The discussions of the problems being frank, intelligent and straight-from-the-shoulder, do more than a little to make us all see the light of better business practices." A. W. Carne, Sales Mgr., Weinstock-Nichols Co.

"I have received a great deal of 'man's' food from Sales Management. A new angle on an old problem is always helpful, and although one cannot apply full American methods on this side, your articles are very helpful and enable anyone with the selling mind to build an extra brick into the mental tower of right thinking where selling is concerned." J. E. Walsh, Man. Dir., Arundel Studio, Ltd., London.

"Will you please see to it that I do not miss a single issue of Sales Management, for, to quote one of Opie Read's characters—'I read it from kiver to kiver.'" A. E. Avery, The J. L. Mott Iron Works, Cleveland.

A House Organ Service Based on Thirteen Years' Continuous Experience

ONE house organ produced by The William Feather Company has never missed a single issue in thirteen years. There have been 156 mailings, and each number that has gone out has carried a message of good will to from 10,000 to 20,000 business men.

Many other publications of The William Feather Company (forty-one now) are in their twelfth, tenth ninth and eighth year, which seems to us to be the best possible evidence that they are getting results for the companies that pay the bills.

Our type of house organ is most effective, and yet it is very simple in its make-up.

We prepare all of the reading matter, which is designed to build good will and confidence in a dignified way. The cover pages and four inside pages are reserved for the user for his advertising. (He can have more space if he wants it.)

Under this plan the user of one of our house organs does not have to worry about a multitude of details that usually make the production of a house organ a heavy burden.

We will gladly give you complete information, and also a copy of our booklet, "What 313 American Firms say about the Effectiveness and Cost of their House Organs."

THE WILLIAM FEATHER COMPANY

613 Caxton Bldg., CLEVELAND, OHIO

Why I Give Some Dealer Helps The Preference

*An Interview With
Harry Hurwich, Retail Druggist*

These are days when sales managers are applying the pruning shears to selling expenses of all kinds. In an effort to be of some use in helping you eliminate the waste of dealer material we sent an editorial man out to interview dealers. Here is his report on a call he made at a typical city drug store.

BACK in the much advertised pre-war days when the Dartnell reporter was "working city trade" many were the howls he set forth making the welkin ring because of the "piker buyers" to be found in the larger cities. Especially among the smaller neighborhood stores. It seemed to him that everything was bought in one twelfth of a dozen lots. "Half a dozen this, two twelfths dozen that", and so on and on down an innumerable line of various articles, making an order half as long as your arm, and totaling almost enough to pay your car fare that day.

So in 1921 when we set out to learn a few things about the habits and customs of modern druggists when it comes to buying he looked up several druggists, seeking, if possible to find one that would be typical of the general run of druggists, one who would probably represent the average. So he found one on the west side of Chicago in a fairly prosperous neighborhood, his customers representing a good average cross section of the population—some real highbrows, and still others way down the scale practically to the bottom. The store was on a busy boulevard at the intersection of a main street car line. A good location, with a drug store half a block north that was about as dirty a looking store as it could possibly be, and another a block and a half south that was modern, up-to-date and well kept in every respect.

Signs That Don't Stay Put

Harry Hurwich the proprietor was a drug clerk in a large loop store before entering business for himself. Harry watches his business carefully and a myriad of questions revealed an intimate knowledge of his business. "Why don't you buy more stuff at a time", asked the reporter. "Because I don't have too." He stated that the average salesman is glad to put down just what he tells them—if he says "no" the salesman generally lets it go at that. "When they are selling a new article they seem to assume that to sell more than one carton or the very smallest unit of packing would be an unheard of procedure, and all their talk about hundred thousand dollar advertising campaigns, billboard advertising, window displays, and that sort of thing is supposed to sell me only to the extent of putting in the very smallest possible amount. Only recently a man came in telling me all about a big advertising campaign on a new kind of metal polish. He was enthusiastic to the

nth degree. He even polished part of my fountain to show how good it was. Frankly I was pretty well sold on the proposition, and was glad that he let me down so easy when he suggested that I put in a half dozen cans. I think I would have bought easily two dozen on my own initiative had he not suggested the smaller amount. Then and there I began to lose interest in his proposition. The advertising did appear, and we sold the six cans, and that's the last I've heard of the company. Suppose they think I am going to look them up, ask half a dozen jobber's salesmen, and generally waste a lot of time trying to buy their stuff when their own salesman couldn't sell me enough to last a week."

While he was telling me about the metal polish man one of the clerks started to replace a beautiful lithographed cut-out advertising a brand of face powder. "Just leave it lay where it is, I'll throw it out in a few minutes."

A Point You May Forget

The reporter was anxious to know why he wanted to throw away such a fine piece of display material. "Well you see a salesman left that here today, after taking my order for a few packages of face powder. If I leave the sign up I will have a couple of calls for it, and no goods to show. The customers will think I am a poor merchant to advertise right here in my store, something that I haven't in stock. Anyhow there's no reason to give space to that sign when I only have a few packages in stock of that brand when I have a whole case full of other brands that are selling well. It would just mean that I was switching them from one brand to another." It occurs to the reporter for Sales Management that the secret of getting cooperation would be to sell larger quantities even if it does require a little more work on the part of the salesman. Here is a case of where a merchant lost interest in a good product simply because the salesman fell down. If he could only sell a few packages he should have delivered the goods at the time of making the sale, put in the display and it would have stayed on the job. The few packages would probably have been sold, and in a few days a decent order could have been secured.

After waiting on a stamp customer, giving two nickels for a dime so a customer could phone, Mr. Hurwich came back to resume the talk with the reporter, but here another customer walked

The

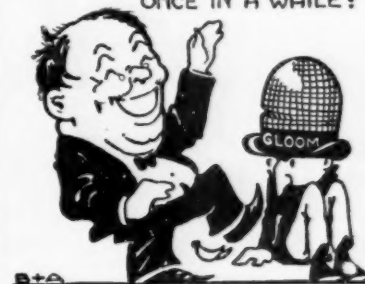
best known Commercial Hotel in the Rocky Mountain States.

Denver's Albany Hotel

Under personal supervision of

Sam F. Dutton and
Frank R. Dutton

LAFF AT SOMETHING OR OTHER—
ONCE IN A WHILE!



**Cheer Up
Your Salesmen!**

**Butler & Alexander
"Dingbats"**

will produce the most receptive mood for "getting over" sales ideas. And then there are some *real selling notions* among the cuts too.

Write

for a proof-sheet of
50 of these dingbats!

Butler & Alexander

Commercial Cartoonists
1227 Manhattan Bldg. Chicago

We Want a Sales Manager

To a clear thinking two-fisted sales executive who knows how to recruit, train and develop an investment security sales organization, we can offer a splendid opportunity.

A liberal compensation will be measured to match the man. The future will be what he makes it.

The man we expect to qualify has a keen well-balanced mind coupled with clean character, ability and experience. He is of good address and somewhere between 30 and 40 years of age. He is a shrewd judge of human nature. He works along constructive lines and is able to command the respect of his fellow executives and the confidence of his salesmen.

His problems will be simplified if he has experience in training and directing salesmen selling something more difficult for the average prospect to visualize than tangible merchandise. Can you qualify? If so, a well rated New York institution would like to hear from you. Be thorough in your reply. It will be held in confidence.

Address Box 330
Sales Management Magazine
1801 Leland Ave. Chicago



Why don't You use

WIGGINS Peerless Book-Form CARDS

Saves the firm about 40% on card cost because there are no wasted or soiled cards. Salesmen prefer them because they save a lot of time and bother and they use the tissue between each card for memoranda. Handy leather case fits vest pocket and cards detach with a smooth, clean edge not perforated. Let us send you tab of specimens, see for yourself the unusual quality and careful workmanship which distinguish WIGGINS CARDS.

The John B. Wiggins Co.
Established 1887
1100 So. Wabash Ave.
122 So. Michigan Ave.
Chicago

SALES MANAGEMENT

in—"Coupl'a Opera Cream bars, please, Harry". "Sorry, but I haven't any more of that candy in stock, just ran out today, here's plenty of Tangos." The customer bought a Tango bar made by a well known candy manufacturer. "Now there's another incident of what it must cost manufacturers for not selling enough stuff," said Mr. Hurwich, as he started to make out a money order for a customer who never buys anything but stamps and money orders, "That fellow who sold me those Opera Cream bars was in here about three weeks ago and said his firm was getting out this new product and asked me to try it out. I took one box of a dozen packages. They sold like the proverbial hot cakes. After I had been out of them for several days, and several of his potential customers had switched back to their old favorites he came in again and seemed surprised that my supply had been sold. He suggested that I take two dozen this time. I did, but of course did not tell him that I had expected to put in a pretty good stock of them. You see I have more confidence in the selling qualities of a product than the salesman himself has. Well, anyhow those two dozen sold out in no time and he hasn't been back yet. I suppose he will be here in a few days and suggest that I buy three boxes this time. For once I think I will overstep him and buy—well a half gross anyway.

A Display That Sells Goods

Mr. Hurwich showed the reporter a revolving stand designed to hold cards on which were mounted glassine bags of salted peanuts, almonds, pecans, etc. "Now I've always had these large cards on salted nuts, and they always give me trouble—the easels come off, they warp and will not stand up straight and are constantly falling off—so many bags are pasted on that by the time the last bag is sold the whole card presents a dirty and speckled appearance. But this thing is different. It holds four cards, revolves easily, and makes a neat display, holding ten bags of four varieties of nuts. I've sold about twice as many today since that has been in as I ever did before. Possibly it is because my customers noticed it and liked the novel idea but I think it will sell goods all the time, because when a man buys a fifteen cent cigar and gets his change it is right before him and its mighty easy to spend that other dime, from the twenty-five cents he just handed me. That's the kind of display devices we want. Small, compact, neat, that are easy to handle and refill". "How much did you buy to get that stand?" asked the reporter. "Only four cards or forty packages of nuts. Not much is it? They'll last me only a few days then the salesman will have to come back and make another delivery. Really I don't see how they can do it, but if they want to carry my stock for me I am not going to be bothered. I would have bought several times the cards necessary to fill up the display, just to have gotten that handy little device, but he didn't ask me to so why should I?"

Our Confidence

in the ability of Donley D. Lukens to increase the sales power of your letters without sacrificing your personality is such that the following guarantee appears on every bill for this service:

"You must get your money's worth when you pay this bill. If you feel that you have not, notify us in writing within 10 days of date and there will be no charge."

Mail him a copy of your next sales letter with samples of the stationery, enclosures, etc., and circumstances of mailing. If he increases the pulling power 10% or more the price is \$25.00.



DONLEY D. LUKENS, Inc.
4908 Laclede Ave., St. Louis, Mo.



Handy Expense Books

For Traveling Salesmen

Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error. For weekly accounts.

100—\$ 3.00 charges paid
500—13.75 f. o. b. Richmond
1000—25.00

Sample Free.
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D, Richmond, Va.



18 Ideas in Every Issue

Send 50c for year's subscription to quarterly SELLING AID—with 72 business-winning plans for stimulating sales, following up—to aid salesmen, help dealers, get mail order results, collect—ideas for letters, house organs, bulletins, enclosures, postcards. Proofs of new advertising cuts free!

1300 Jackson Blvd.
CHICAGO

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

Sales and Advertising Counselor
265 Ninth Ave., New York City

POSTAGE

BUSINESS MAGAZINE

Letters, Circulars, Booklets, Catalogs, House Magazines—if prepared and used intelligently—can sell anything. POSTAGE MAGAZINE TELLS HOW \$2.00 a year—12 numbers. 18 East 18th Street, New York

Direct-Mail
Advertising
and Selling

What I Learned Building a \$5,000,000 Business

(Continued from Page 282)

This five pound loaf we have originated has no rind or crust, and is protected by a foil wrapper. Again we have our original sales talk—no waste, but not confined to small packages of cheese. Thus we have stabilized the bulk cheese business just as we formerly revolutionized it by putting cheese in small packages. The success of this five pound loaf idea is shown by the fact that we are now making and selling 15,000 five pound loaves daily, regardless of the fact that production started only three months ago.

From the original \$65.00 I had when I came to Chicago we have increased our capital until the companies I control now are capitalized at \$5,000,000. The Kraft companies are now selling branded, packaged cheese in practically every recognized country on the globe. We have developed our sterilization process to the point where we can ship cheese all over the world knowing that it will always be fresh and uniform in quality.

Our business now requires the output of over 150 factories in many country towns. The plant in Chicago on River Street consists of over 90,000 feet of floor space, with a warehouse and plant just across the river of over 120,000 feet of floor space. This growth has been possible as a result of our constant policy of protecting the grocer by giving him a better method of selling cheese, and insuring his profits, by eliminating waste.

"Incidentally, let me take this opportunity to congratulate you upon the splendid articles that have appeared during the year. I have found them of great benefit, and 'Sales Management' is the most helpful magazine that comes to my desk." W. P. Campbell, American Ever Ready Works.

"Kindly credit my account with the enclosed check, and believe me when I say we never regret paying any of the bills for the service which your good company renders us." J. Casper, A. L. Clark & Co., Inc., New York.

"Just a word in reference to Sales Management—it is the best of its kind that has ever come to my desk. Each issue contains something that can be used to advantage in this business, and it is with pleasure that I wish it continued during the year." A. M. Wooster, Secy., Southern Hardware and Supply Co., St. Louis.

"I think so much of Sales Management and like to keep it before me at all times because it contains so many good articles written by sales managers of national prominence. In order that these copies be kept right on my desk where they can be referred to at any time, I am desirous of obtaining a binder for them. Please send me one." W. H. Trimble, Treasurer, Western Oil Refining Co.

SALES MANAGEMENT

Complete Industry Surveys

Statistical and Fact Analyses of Markets and Manufacturing Conditions

The manufacturer who has decided, or has reason to believe he will decide, to engage in a new industry; or the manufacturer who is wise enough to make a real survey of his own industry, or some related product, has the best use for such a Survey.

Bankers or investors who are about to invest considerable money in an enterprise also find such survey intensely valuable. Importers and Exporters find it valuable, advertising agencies find it a splendid method of starting a campaign on correct information. (Many bankers and advertising agencies refuse to give their professional attention to a project until such survey has been made.)

The market for an article—the present and also the possible future market is by far the most important data about any enterprise. The merchandising situation is the vital situation, and until the Bourse undertook these surveys, they were obtainable only with the greatest difficulty and at a far greater expense.

The price for such Merchandising Surveys is in most cases \$1,250.00. Certain industries of less than average or greater than average size or complication may be quoted at less or more than this price.

The typical outline of contents of such an investigation is shown below. Every manufacturer should possess deep-going information on his industry.

The Bourse will undertake a co-operative survey of an industry if desired, a group of manufacturers sharing the expense equally between them. Organizations and association of manufacturers find this a particularly profitable plan.

The following are some of the factors covered:—

Origin and Development

- (a) History of product
- (b) Past development of sales and distribution
- (c) History of consumption and public attitude
- (d) General status to date

Present Production

- (a) Companies in the field
- (b) Capital employed
- (c) Financial history and status
- (d) Labor and factory conditions
- (e) Location of plants
- (f) Volume of business
- (g) Raw material supply, past, present, future
- (h) Profit, turnover and costs
- (i) Types, models, varieties manufactured
- (j) Personnel of concerns in the field
- (k) Mortality of concerns in the field

Good-Will and Protection

- (a) Patent or other exclusive basis
- (b) Trade mark and priority status
- (c) Relative good-will standing principal firms
- (d) Consumer reputation
- (e) Peculiarity of article and field in relation to protection and possible future status
- (f) Competition

Distribution Conditions and Methods

- (a) Present channels of distribution
- (b) Possible further channels
- (c) Distribution difficulties

Sales Organization and Method

- (a) Types of sales organization used

- (b) Sales policies and methods used

- (c) Sales arguments and general basis of selling

- (d) Price policy

- (e) Guarantees and service offered

Present Consumption Conditions

- (a) Study of per capita consumption
- (b) Analysis character of present sales volume
- (c) State of mind of consumers
- (d) Conditions affecting consumption
- (e) Consumption by states and sections

Future Consumption Conditions

- (a) Statistical study of maximum selling possibilities by states
- (b) Graphic comparison of production and consumption curves
- (c) General analysis of future consumption
- (d) Study of purchasing power grades and classes

Advertising

- (a) Past methods
- (b) Present character and trend of advertising
- (c) Statistics of mediums and expenditures
- (d) Outline of needs for future
- (e) Special method applicable to the industry

Competition

- (a) Study of relation of various concerns
- (b) Relative strength and weakness

In addition to the above outlined exhaustive survey of industries at \$1,250, the Bourse also sells shorter and less complete industry surveys as low as \$150 each. Write for free booklet and further information.

THE BUSINESS BOURSE

International, Inc.

"The National Clearing House of Business Information"

347 Fifth Avenue (Opposite Waldorf) NEW YORK CITY

It Looks Like a Late Spring

By Ed. Shanks

A Test in Hearing

D. V. McCarthy, of Big Creek Coals, Inc., just received the following report from a salesman whose volume of sales is being effected by the mild winter: "Mr. Smith of the Blank Coal Company says if I had been half an hour sooner he would have given me an order for five cars, but he just gave it to a competitor. Can you hear me?"

This sales manager wrote back, "Of course I hear you, but I can't understand you!"

At a recent convention of salesmen, C. E. Steffey, general sales manager of N. C. R., used a life-size drawing of a seven cylinder auto to illustrate co-ordination of selling campaign. Congratulations, Mr. Steffey! Engineers have tried for years to bring out a seven cylinder car.

It's the Point of View

J. Ogden Armour, Judge Gary and Charles Schwab may think that the recent business depression was healthy, but I know a whole crowd of business men who believe otherwise. Their names were listed recently in Dun's under "Failures this week".

The New York newspapers claim that the place to concentrate sales effort is in that community because business is better than any other place in the country. Chicago papers present the same claim for Chicago business. So it must be true!

Are you sorry because you cut prices or because you didn't.

Who's Asleep?

After the recent war had been in progress two years, there was found in Utah a man who did not know the United States was at war. But that's nothing. Some sales managers do not know yet that the war is over—they are still permitting their salesmen and their sales correspondents to get away with the same old arguments and attitude which brought in business during the war.

Two \$5,000 sales managers met in a Pullman near New York. One had insisted on an increase of his salary to \$10,000 with threat to quit. The other didn't have a job either!

The directors of the Western Knitting Mills, Inc., announce the appointment of MALCOLM C. AUERBACH as general manager, Department 2, with offices at 14 East Jackson Boulevard, Chicago. Mr. Auerbach has been with Alfred Decker & Cohn, manufacturers of "Society Brand Clothes", for the past four years.

SALES MANAGEMENT

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES EXECUTIVES WANTED

Wanted: A high grade sales executive, who is qualified to take entire charge of an established and rapidly expanding sales organization, with branch offices in the principal cities of eastern United States, and whose past experience has been such as to justify us in putting up to him the full responsibility for sales production. This position is as big as you can make it. All replies held in strict confidence. Address Box 337, Sales Management.

Great Britain, London, Cloaks & Suits (Mantles and Costumes) Keen, Live sales manager required for G. B. trade by wholesale Cloak & Suit Manufacturer. Must be able to prove statements of past accomplishments. A real man with plenty of initiative, will be backed by the vast resources of an up-to-date organization. Write giving full particulars to Messrs. Siegmund Cohen, Tailor Mades to the trade, Head Office 1, Godliman St., St. Pauls, London. E. C. 4.

PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 431 S. Dearborn St., Chicago.

FRANK P. GEIMER, who entered the organization of the Accounting Devices Company, Chicago, at its inception and who has covered one of their sales territories for a time, has been made general manager. CHARLES S. MORRIS, another member of the sales force, has been made sales manager.

SALESMEN WANTED

Wanted: Pre-War Salesman. We want an energetic salesman, pre-war type, to take over state supervision of selling the best automobile storage battery made. It has the same advantages as other batteries with more added to it, and will give dealer more profit. Write us giving reference and photograph in first letter. Box 331, Sales Management.

POSITIONS WANTED

A sales executive whose record for organizing and producing results are his references, now employed as dist. manager with an eastern oil refinery, having charge of all Ohio territory which includes nine sub-stations and traveling men, desires to connect up with a more progressive firm. Fifteen years in selling, eight years with present employer. Can assure the business if given the opportunity. Box 336, Sales Management.

A sales manager with unusual experience in the leather industry would like to consider a proposition with a reputable concern. Can show a good record in directing sales of a prominent manufacturer and have the backing of present employers. Will be glad to write you the details of my experience. Box 334, Sales Management.

Your New York sales problem will interest me. I want work—not a job—taking me outside and making it necessary to meet buyers face to face. My present employment is sales manager for a prominent manufacturer located in Greater New York District. Twenty years successful selling in the east should make me valuable to some live organization. Let's talk it over. Box 338, Sales Management.

Salesmen's Application Blanks

Send for our 1921 Form for recording applicants for positions as salesman and classifying their strong and weak points. Used by over 600 concerns in all lines of business.

DARTNELL CORPORATION 1801 Leland Ave., Chicago